

HEADQUARTERS UNITED STATES EUROPEAN COMMAND



COMMAND INSPECTION GUIDE FOR SECURITY ASSISTANCE ORGANIZATIONS

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TABLE OF CONTENTS

TABLE OF CONTENTS.....	ii
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GENERAL INSTRUCTIONS.....	vi
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INSPECTION AREAS

SECTION I - SECURITY ASSISTANCE

1-1	Publications.....	1
1-2	Policy, Planning and Host Country Relationships.....	4
1-3	Military Assistance Program.....	7
1-4	Foreign Military Sales.....	8
1-5	Arms Export Control (Commercials Sales - Defense Cooperation in Armaments).....	12
1-6	Training Program Management.....	14
1-7	Aviation (C-12) Operations.....	19

SECTION II - PLANS AND POLICY

2-1	Publications.....	21
2-2	Non-Combatant Evacuation Operations.....	22
2-3	United States Defense Representative Responsibilities.....	22
2-4	Support Requirements Under OPLANs and CONPLANs.....	23
2-5	International Agreements.....	23

SECTION III - COMPTROLLER

3-1	Publications.....	25
3-2	Budgeting.....	26
3-3	Security Assistance Automated Resource Management System.....	27
3-4	Administration of Activity Operating Funds.....	28
3-5	Internal Management Control Program.....	34

SECTION IV - LOGISTICS

4-1	Publications.....	35
4-2	Property Accountability and Supply Support.....	36
4-3	ADP Planning and Procurement.....	40
4-4	Administration of Non-Tactical Vehicles.....	40
4-5	Facilities.....	42
4-6	Files Management.....	43

SECTION V - SECURITY MATTERS

5-1	Publications.....	44
5-2	Operations Security.....	45
5-3	Informations Security Program.....	46
5-4	Personnel Security.....	49
5-5	Physical Security/Antiterrorism.....	49
5-6	Automated Information System Security.....	51

SECTION VI - MANPOWER, PERSONNEL AND ADMINISTRATION

6-1	Publications.....	54
6-2	Publications Management.....	57
6-3	Correspondence Management.....	58
6-4	Records Management.....	59
6-5	Copier Management.....	60
6-6	Official Mail and Distribution Management Program.....	60
6-7	Ration Policy.....	61
6-8	Awards and Decorations.....	62
6-9	Physical Fitness Programs.....	63
6-10	Weight Management Programs.....	63
6-11	Sponsorship Program.....	64
6-12	Privacy Act Program.....	64
6-13	Military Leave Program.....	65
6-14	Performance Reporting.....	65
6-15	Manpower and Organization.....	66
6-16	Civilian Personnel.....	67
6-17	Military Identification Cards.....	68

SECTION VII - LEGAL

7-1	Publications.....	69
7-2	Legal Documents.....	70
7-3	Legal Advice.....	70
7-4	Legal Assistance.....	70
7-5	Standards of Conduct.....	71
7-6	Foreign Tax Relief Program.....	71
7-7	Foreign Criminal Jurisdiction.....	72
7-8	Foreign Civil Litigation.....	72
7-9	Military Justice.....	72
7-10	Claims.....	73

SECTION VIII - COMMAND INTEREST ITEMS

8-1	Publications.....	74
8-2	Education.....	75
8-3	Exchange/Commissary Facilities.....	76
8-4	Housing.....	77

8-5	Morale, Welfare and Recreation Activities/Facilities.....	77
8-6	Meidcal and Dental.....	79
8-7	Religious Activities.....	81
8-8	Public Affairs.....	82
8-6	Communications.....	82
APPENDIX A - Publications Listing.....		85
APPENDIX B - Finding Reply Format.....		97

SECTION I
Security Assistance
(OCR: ECJ4)

1-1. PUBLICATIONS. Are the following publications available and current, either electronically via the Internet, on CD-ROM or on paper, and are personnel familiar with them? All publications are required except those followed by a conditional statement. Other publications as listed in Appendix C, SAMM, may also be helpful.

a. General Reference Publications. Are the following publications on file, or available via the INTERNET, for the SAO to accomplish its mission and perform necessary support functions?

DoD

DoD 2055.3	Manning of Security Assistance Organizations and Selection and Training of Security Assistance Personnel, 11 Mar 85
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DoD 5105.38M	Security Assistance Management Manual, 10 Aug 78
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DOD 5105.47	US Defense Representatives in Foreign Countries, 20 Sep 91
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DoD 5132.3	DoD Policy and Responsibilities Relating to Security Assistance, 10 Mar 81
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HQ USEUCOM

ED 56-9	Procedures for the US Defense Representative, 25 Jun 96
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ED 56-10	HQ USEUCOM Theater Security Planning System, 18 Oct 96
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ED 90-1	Visits of Security Assistance Organization (SAO) Chiefs to Headquarters, United States European Command, 16 Jun 94
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ED 90-2	Special Tasks of USCINCEUR Chiefs of Security Assistance Organizations/Contracting Officers During Periods of Tension, Insurrection, UAR (U)(SNF), 22 Jun 94
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ED 90-5	Utilization, Redistribution, and Disposal of Military Assistance Program Material, 21 May 93
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ED 90-6	Administration of Security Assistance Organizations (SAO), , 22 Aug 94
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HQ USEUCOM Joint Manpower Program (JMP).

HQ USEUCOM Country Campaign Plan.

HQ USEUCOM ECJ4-SA Policy Letters.

HQ USEUCOM Security Assistance and Defense
Cooperation in Armaments 5-Year Engagement
Plan.

b. Defense Cooperation in Armaments Reference Publications. (These publications should be in addition to those listed above).

DoD

DoD 5220.22M

National Industry Security Program Operating
Manual, Jan 95

DoD 5220.22R

Industrial Security Program, Dec 85

Offices of Defense Cooperation, 4 Dec 95 memo
from Paul G. Kaminski, Undersecretary of Defense
for Acquisition and Technology [USD(A&T)].

International Armaments Cooperation Handbook,
June 1996.

DoD International Armaments Cooperation Policy,
28 Mar 1997 memo from William A. Cohen,
Secretary of Defense.

c. Training Reference Publications. (These publications should be in addition to those listed above).

DoD

Defense Security Assistance Agency Expanded
IMET Program Handbook.

Service

AR 12-15, AFR 50-29,
OPNAVINST 4950.1,
MCO 4950.2

Joint Security Assistance Training (JSAT)
Regulation, 28 Feb 90

AF Catalog 36-2223

USAF Formal Schools (Only for units processing
students in AF schools).

DA Pamphlet 351-4

Army Formal Management Schools Catalog (Same
as above except Army).

CANTRAC

US Navy Schools Catalog (Same as above except
Navy).

US Army Security Assistance Training Program
Book (Green Book).

USAF Security Assistance Training Program
User's Guide.

Department of the Navy Security Assistance
Training Programming Guide (Blue Book).

Marine Corps Security Assistance Training SAO
Desktop Guide.

Coast Guard International Training Handbook.

HQ USEUCOM

HQ USEUCOM Security Assistance Training
Guide.

DLI

Defense Language Institute English Language
Center (DLIELC) guide English Language Training
Support for Security Assistance Officers (Only
those countries requiring English language).

DLIELC 1025.5-M

Defense English Language Program.

DLIELC 1025.7

Planning and Programming Security Assistance
English Language Training.

DLIELC 1025.15

English Comprehension Level (ECL) Test
Guidelines.

DLIELC Handbook

The American Language Course Placement Test
(ALCPT).

ALC Catalog; ALC Materials, DLIELC Courses
and Support.

d. C-12 Aviation Operations Reference Publications. (Only for those units with assigned C-12 aircraft).

DoD

DoD 4515.13-R

Air Transport Eligibility, Nov 94

DIA

DIA 102-2

Attaché and Security Assistance Aircraft.

DIA 102-3

Aircrew Training.

DSAA/DIA/USAF MOU dated 23 September 1983,
reference use of C-12.

1-2. POLICY, PLANNING, AND HOST COUNTRY RELATIONSHIPS.

- a. Are SAO personnel familiar with USG, DoD, and USEUCOM goals and objectives for their country/region? Are SAO personnel familiar with priorities for their host country as established by the country campaign plan? (SAMM, Chapter 3, Section 300 and ED 56-10, paragraph 7b(3))
- b. Are SAO personnel activities in consonance with US military strategic plans and objectives and policy guidance issued by the SecDef and Section State? (SAMM, Chapter 4, Section 400, paragraph 40002)
- c. Do SAO personnel know and understand the channels of communication within the SAO, between the SAO and higher military commands, and within the US Diplomatic Mission? (SAMM, Chapter 3, Tables 300-1, 300-2, and Section 301, paragraph 30101 and 30102)
- d. What is the nature of the SAO relationship with other US mission activities? Does the SAO chief effectively coordinate the organization's activities with the Chief of Mission? (SAMM, Chapter 3, Section 301, paragraph 3002, C11e(3))
- e. What role does the SAO play in the development and presentation of the US mission's security assistance reports (Fiscal Year Planning Assessment (FYPA))? What is done to ensure these reports reflect the US mission's latest, most accurate statement of its recommended projection for the Security Assistance Program? (SAMM, Chapter 4, Section 400, paragraph 40006)
- f. What is the nature of the relationship between the SAO and the Embassy Commercial Attaché? Does the SAO work with the Commercial Attaché for the exchange of advance procurement information on bid solicitations? Does the SAO work with the Commercial Attaché to resolve issues associated with US companies not receiving equal access to the host country defense market? (SAMM, Chapter 6, Section 602, paragraph 60202, C2)
- g. What is the relationship between SAO personnel and members of the host national armed forces? Is the relationship close or strained? Do SAO personnel have ready access to host nation installations? Are local contacts maintained? Does the SAO maintain a list of host nation points of contact? At what level are these contacts? (SAMM, Chapter 3, Section 300, paragraph 3002, C11e)
- h. What is the relationship between SAO personnel and members of the Country Team? Is it mutually supportive, professional, and show signs of open coordination and communications? (SAMM, Chapter 3, Section 300, paragraph 3002, C11e(3))
- i. What is the relationship between the SAO and other US government agencies? (e.g., USAF, US Army, US Navy, DSAA, and OSD- Acquisitions) Is there evidence that these agencies provide necessary support and assistance to the SAO? If problems exist, what actions have been taken to resolve them? (SAMM, Chapter 3, Section 301, paragraph 30101 B)
- j. What is the relationship between the SAO and HQ USEUCOM, especially ECJ4-ID? Is there evidence of support and assistance for the SAO and are relationships positive and professional? (SAMM, Chapter 3, Section 301, paragraph 3002 C10 and Section 301, paragraph 30101 A)
- k. Are SAO personnel familiar with and performing functions for which it is tasked? (SAMM, Chapter 3, Section 300, paragraph 3002, C11a and Tables 300-4 and 300-5)
- l. Are any required functions not performed? Why? (SAMM, Chapter 3, Section 300, paragraph 30002, C11)
- m. (ONLY FOR NATO NATIONS) What role has the SAO played in the promotion of Rationalization, Standardization and Interoperability (RSI) and other armaments cooperation measures

among members of NATO in connection with SA programs? (SAMM, Section 300, paragraph 3002, C11a and c and ED 56-7, paragraph 6A(1))

n. What advisory and training assistance is provided to the host nation by military personnel assigned to the SAO? Does the SAO conduct advisory and/or training assistance which could be accomplished by the use of a TAFT, TAT, MTT or MLT? If yes, why? (SAMM, Chapter 3, Section 300, paragraph 30002, C11d)

o. What non-security assistance functions do the SAO members perform? Do these functions detract from performance of the SAO mission? Are O&M spaces required? What non-SAO functions are SAO members expected to perform for USG purposes that are not supported by the host nation in the Letter of Agreement (LOA)? (SAMM, Chapter 3, Section 300, paragraph 30002, C11e, DOD 5105.47, and ED 56-9)

p. What procedures have been established to rapidly orient and introduce newly assigned personnel to their duties and host nation personnel, particularly if there is no overlap with the new individual's predecessor? (SAMM, Chapter 3, Table 300-4, Item #6 and #17).

(1) How is the continuity of operations maintained during the absence of or upon the reassignment of assigned personnel? (SAMM, Chapter 3, Table 300-4 and ED 90-6 paragraph 18A).

(2) Does the SAO have a formal continuity system or continuity books throughout the organization to ensure a seamless coverage of mission? (SAMM, Table 300-4)

q. Have SAO personnel received appropriate briefings, orientations and/or follow-on training? (DoD 2055.3, paragraph D 3c(2)(a) and (c))

(1) Has the SAO Chief:

(a) Attended the Security Assistance Management Overseas Course at DISAM?

(b) Received briefings and orientation by DSAA, J5 OJCS, OSD IAL/ISP, DIA, Military Services, and other Federal Agencies on country, security assistance, and related matters?

(c) Received a predeparture interview with the Director, DSAA and the OSD IAL/ISP regional officer?

(d) Received antiterrorism awareness and protection training and orientation?

(e) Been provided security assistance briefings and orientation by EUCOM on policies and procedures unique to EUCOM and on substantive regional and country matter?

(2) Have SAO personnel assigned security assistance program management functions:

(a) Attended the Security Assistance Management Overseas Course at DISAM?

(b) Received briefings and orientations by the Military Services on security assistance matters unique to military service procedures and policies?

(c) Received briefings and orientation by the Office of the DSAA Comptroller, as directed, and expanded financial management training by DISAM (for personnel being assigned to positions involving security assistance financial management)?

(d) Received briefings and orientation by the DSAA Comptroller and the security assistance training offices of the Military Departments (for personnel assigned to security assistance training program management positions)?

(e) Received antiterrorism awareness and protection training and orientation, commensurate with the terrorist threat in the country to which assigned?

(f) Been provided, at the request of EUCOM, security assistance briefings and orientation?

r. Have SAO personnel received appropriate SAN refresher/update training from EUCOM during the EUCOM orientation security assistance training program management reviews, and other forums as necessary? (SMM, Chapter 15, Section 1504, paragraph 150403 A 2)

s. Has the SAO Chief established local day-to-day proficiency procedures to ensure all SAO members, whose duties so require, are capable of using the SAN? (SMM, Chapter 15, Section 1504, paragraph 150403, A 3 and 150404 H)

1-3. MILITARY ASSISTANCE PROGRAM.

a. Does the country have a valid process to ensure accountability of old Military Assistance Program (MAP) equipment (grant aid material provided prior to FY 82)? (SMM, Chapter 11, Section 1101, paragraph 110103, A)

b. For countries with significant old MAP equipment inventories:

(1) Does the country property accountability process specifically identify ships, radars, armored vehicles, general purpose vehicles, artillery, mortars, and missiles, including non-consumable and repairable components of those items, which were acquired under the FAA 1961? (SMM, Chapter 11, Section 1101, paragraph 110103, A1)

(2) Has the SAO submitted utilization reporting for these items (to DSAA through EUCOM) if information is obtained which indicates a use contrary to that specified in paragraph 110102 A? (SMM, Chapter 11, Section 1101, paragraph 110103, A1)

(3) How does the SAO inspect/monitor end-item utilization? (SMM, Chapter 11, Section 1101, paragraph 110103, A2)

(4) Has the SAO encouraged the country to declare MAP material excess when it is no longer needed and before items deteriorate? (SMM, Chapter 11, Section 1101, paragraph 110103, B)

(5) Do personnel know the procedures required in the SMM to dispose of MAP material declared excess? (SMM, Chapter 11, Section 1101, paragraph 110103, B and 110104, B)

(6) Are personnel familiar with SAO responsibilities in screening equipment declared excess? (SMM, Chapter 11, Section 1101, paragraph 110103, C)

(7) Does the SAO maintain adequate records that accurately reflect MAP property redistribution and disposal actions that occur each year? (SMM, Chapter 11, Section 1101, paragraph 110103, A)

(a) Does the SAO maintain a list of the declarations of disposable MAP property released to the host country in the past 12 months? Was proper authority for release provided in each case? (SMM, Chapter 11, Section 1101, paragraph 110103 and 110104)

(b) Can the SAO identify open declarations of disposable MAP property for which final disposal action has not been completed? (SAMM, Chapter 11, Section 1101, paragraph 110103)

(8) Does the SAO know the procedures for cannibalization and retention of MAP property? (SAMM, Chapter 11, Section 1101, paragraph 110105)

1-4. FOREIGN MILITARY SALES.

a. General Procedures.

(1) Is the SAO familiar with host military capabilities to employ and maintain equipment being requested? (DoD 5132.3, paragraph E 10 b)

(2) Are request channels for price and availability (P&A) data, and Letters of Offer and Acceptance (LOAs) understood and followed? Do requests for significant military equipment (SME) include required US Embassy comments/analysis? (SAMM, Chapter 7, Section 700, paragraph 70002 and paragraph 70003)

(3) Does the SAO ensure that host country Letters of Request (LOR) are clear and complete prior to submission to the appropriate DoD agency for action? (SAMM, Chapter 7, Section 700, paragraph 70003)

(4) What is the average time:

(a) Between request for and receipt of LOA in-country?

(b) Between receipt of LOA and host country signature?

(5) If the host nation requests that a defense article or service be provided by a particular source, has the SAO reviewed the request, advised the country of any necessary changes, and forwarded the original request with any necessary comments or recommendations to the appropriate DoD component's security assistance director for approval? (SAMM, Chapter 8, Section 801, paragraph 80102, B3)

(6) Does the SAO notify the Defense Security Assistance Agency (DSAA), Defense Finance Accounting Service (DFAS), and Military Departments (MILDEPs) immediately after LOA acceptance or rejection by host nation? (SAMM, Chapter 7, Section 701, paragraph 70105, M4)

(7) Does the SAO adequately understand and promote the total package approach/total program concept? (SAMM, Chapter 8, Section 800, paragraph 80002, E)

(8) Are case files orderly and contain all relevant FMS documents (i.e., Letter of Request, Price and Availability Data, Country Team/EUCOM review of Significant Military Equipment requests, and Letters of Offer and Acceptance (as amended)? (SAMM, Chapter 8, paragraph 8002, F)

(9) Are the file sufficient to provide audit trail for FMS management reviews, LOA closure and other management actions? (SAMM Chapter 8, paragraph 8002, F)

(10) For those FMS cases requiring assignment of PCS personnel to the purchasing nation, has the SAO coordinated with the US Chief of Mission and reported PCS personnel support cost data, as well as obstacles to their acceptance or support to the implementing agency? (SAMM, Chapter 7, Section 701, paragraph 70105, E).

(11) Does the SAO advise DoD components when delays will cause significant problems for the host nation? (SAMM, Chapter 8, Section 802, paragraph 80203, B)

(12) Does the SAO assist the host nation in submitting Military Standard Requisitioning and Issue Procedures (MILSTRIP) requisitions? Are proper MILSTRIP and Uniform Material Movement and Priority System (UMMIPS) procedures followed? (SAMM, Chapter 8, Section 802, paragraph 80205 B)

(13) Has the SAO made inventory management guidance (i.e., proper assignment of Issue Priority Designator (IPDS), requisition timing to balance inventories and out of stock conditions, and requisitioning in economical quantities) available to the host nation in order to utilize the requisitioning process effectively? (SAMM, Chapter 8, Section 802, paragraph 80205, A)

(14) Are questionable IPDs referred to the appropriate US activity, including SAO, or purchaser representative for clarification or correction? (SAMM, Chapter 8, Section 802, paragraph 80205D)

(15) Does the SAO ensure the host nation receives quarterly MILSTRIP requisition status reports from the DoD components? Does the SAO utilize these to monitor program execution? (SAMM, Chapter 8, Section 802, paragraph 80205 G)

(16) Is the Military Postal Service (MPS), through APO and FPO, used for FMS shipments? If so, under what condition has an exception to policy been granted? (SAMM, Chapter 8, Section 802, paragraph 80206, G2)

(17) What is the usual method to ship FMS items? Is it effective and does it meet the needs of the country? If not, what steps have been taken to improve the process? (SAMM, Chapter 8, Section 802)

(18) Does the SAO assist the host nation in determining the status of undelivered material? How? (SAMM, Chapter Section 802, paragraphs 80206, O & 80206, P)

(19) How timely does the SAO receive the quarterly FMS Billing Statement (DD Form 645)? Are copies furnished to the host country? (SAMM, Chapter 13, Section 1303, paragraph 130301C & Section 1308, paragraph 130801, B1)

(20) Does the SAO advise and assist the host government to submit Reports of Discrepancy (ROD) on MAP/FMS deliveries IAW established procedures? (SAMM, Chapter 8, Section 802 paragraph 80206O, 80206P, Table 802-2, and Chapter 13, Section 1308)

(21) How has the SAO ensured that the host government is aware of the basic US policy on the uses for which FMS credit financing may be applied? (SAMM, Chapter 9, Section 901, paragraph 90102, D)

(22) Is the SAO familiar with existing guidance on the return of reimbursements to the country's FMS trust fund account for reutilization as a result of a third party transfer of item purchased with US security assistance funds? (SAMM, Chapter 9, Section 900, paragraph 90006)

(23) Is the SAO familiar with the security restrictions which pertain to the transfer of data to the country? (SAMM, Chapter 5, Section 501)

(24) How does the SAO observe and report on the host country's utilization of US defense articles, services, and training acquired by the host government through FMS or leased to the recipient by the DoD? Has the SAO Chief established and documented a planned program to report use of all available resources (e.g., TDY personnel in-country, other elements of the US diplomatic mission)? Is reporting accomplished through established security assistance channels? (SAMM, Chapter 3, Table 300-4, Item 11 and DoD 5132.3, paragraph E 10 e)

(25) Does the SAO comply with the requirements for the accountability of Man-Portable Air Defense Systems (Stinger and Redeye) sold to NATO countries? (SAMM, Chapter 2, Section 20303)

(a) Is the SAO notified by the host nation in advance of any assembly of the various missile and grip stock for the stinger and its variants for training or lot testing?

(b) Is the SAO notified of deployments of MANPADS?

(c) Are annual physical inspections by serial numbers conducted by the SAO?

(d) Has the SAO, at least once a year, randomly reviewed the recipient government's records of monthly, two-man verifications?

(e) Has the SAO forwarded a report of findings to DSAA-OPS and USASAC with an information copy to EUCOM?

b. Excess Defense Articles.

(1) Is the SAO familiar with current EDA legislation? Is the nation eligible to receive EDA? Can they receive lethal and non-lethal EDA? Do specific FAA sections (i.e., Section 516 or Southern Region Amendment) apply? (SMM, Chapter 8, Section 803, paragraph 80303, C)

(2) Does the SAO maintain a listing of items the country may wish to receive as EDA? (SMM, Chapter 8, Section 803)

(3) Has the SAO provided the country EDA survey messages as provided by DLA and MILDEPS? (SMM, Chapter 8, Section 803, paragraph 80303, C)

c. Lease and Loans of Defense Articles.

(1) Does the SAO have a copy of each lease entered into with the host government? (SMM, Chapter 12, Section 1200, paragraph 120001, C2)

(2) Does the SAO directly monitor use of USG-owned equipment in the host country and within the access authorized by the host government, observe and report on the use of the US-owned equipment to ensure it is consistent with the terms and conditions of the lease? (SMM, Chapter 12, Section 1200, paragraph 120001, C2)

(3) Are indications of unauthorized use or non-compliance reported to the implementing agency and DSAA/OPS-MGT? (SMM, Chapter 12, Section 1200, paragraph 120001, C2)

1-5. ARMS EXPORT CONTROL (COMMERCIAL SALE - DEFENSE COOPERATION IN ARMAMENTS).

a. General.

(1) Is the SAO familiar with its armaments cooperation functions? (SMM, Chapter 3, Section 300, Table 300-5)

(2) Is the SAO, rather than the Commercial Attaché, serving as the principal point of contact for most US defense industry representatives marketing defense equipment? (SMM, Chapter 6, Section 602, paragraph 60202 A)

(3) How does the host country query the US for procurement information on US manufactured equipment? Is the method responsive? Is the SAO supporting the marketing efforts of US companies while maintaining strict neutrality between US competitors? (SMM, Chapter 6, Section 602, paragraph 60202 B)

(4) Does the SAO keep abreast of requirements generation and acquisition activities of the host country and communicate this information to USD (A&T) and other DoD agencies? Is SAO actively seeking to create cooperative opportunities? (SAMM, Chapter 3, Table 300-5 and Chapter 6, Section 602, paragraph 60202)

(5) What problem areas exist for either the SAO or host country involving direct commercial sales procedures? (Provide recommendations.) (SAMM, Chapter 6, Section 602)

(6) Does the SAO engage in comparison studies by a foreign government of an FMS offer versus a direct commercial sale (not allowed except where specifically approved by DSAA)? (SAMM, Chapter 6, Section 601, paragraph 60102, D)

(7) Has the SAO reported indications of unauthorized use of defense articles and services acquired through sale or lease from the US? (SAMM, Chapter 6, Section 600, paragraph 60003, B)

(8) Has the SAO ensured that all criteria have been met prior to providing the host nation P & A data for items which nation has solicited bids from contractors? (SAMM, Chapter 6, Section 601, paragraph 60106, C)

b. SAO - Industry Security Assistance Relations.

(1) Are personnel familiar with the guidelines to assist US industry representatives in military export sales? (SAMM, Chapter 6, Section 602, paragraph 60202)

(2) Upon receipt, and subject to such factors as availability of resources and country sensitivity to release of specific data, can the SAO provide industry representatives with the following kinds of unclassified data? (SAMM, Chapter 6, Section 602, paragraph 60202, C1a through C1f)

(a) Data on defense budget cycle including share to procurement and FMS and MAP budgets.

(b) Data on national decision-making process and decision makers in the MOD and military services.

(c) Data on the national procurement process.

(d) Estimate as to country's current and future equipment needs.

(e) Data on marketing efforts of competitors.

(f) Data on the major in-country defense firms and their products.

(3) Does the SAO receive, 30 days in advance of initial defense industry representative visits, notification of key data, to include purpose, export license information, dates of visit, non-proprietary information concerning the equipment or services, and specific support requirements from the SAO? (SAMM, Chapter 6, Section 602, paragraph 60203 E)

(4) Does the SAO have a working knowledge of the host country's acquisition system and in conjunction with the Embassy Commercial Attaché, have a process for obtaining advance procurement on bid solicitation which is simultaneous with the bid solicitations provided to in-country suppliers? (SAMM, Chapter 6, Section 602, paragraph 60202 C2)

(5) Does the SAO assist industry representatives with visit appointments? (SAMM, Chapter 6, Section 602, paragraph 60202 C 3)

(6) Does the SAO encourage US contractors to debrief the SAO and other relevant members of the mission staff on their experiences in country? (SMM, Chapter 6, Section 602, paragraph 60202, C 6 and 60203 E)

(7) Have any problems occurred with industry representatives? (SMM, Chapter 6, Section 602, paragraph 60203, E)

c. Security Assistance Co-Production Agreements.

(1) Has the SAO designated an individual to be familiar with the agreement who is responsible for monitoring the status of the agreement? (SMM, Chapter 14, Section 1401, paragraph 140105, E6a)

(2) Are contacts established with the cognizant DoD component? (SMM, Chapter 14, Section 1401, paragraph 140105, E6a)

(3) Have sound continuity tools been developed to ensure uninterrupted monitoring following replacement of the first individual identified? (SMM, Chapter 14, Section 1401, paragraph 140105, E6a)

(4) Has the SAO provided all involved organizations any information on problems with any MOU/MOA or information on potential or alleged non-compliance that has come to its attention? (SMM, Chapter 14, Section 1401, paragraph 140105, E6c)

1-6. TRAINING PROGRAM MANAGEMENT

a. Training Planning.

(1) Does the SAO ensure that training (IMET) supports US-approved programs, plans and objectives for the country concerned? (JSAT, Chapter 4, paragraph 4-4a)

(2) Does the SAO verify that the host country maximizes its own training capability before requesting and/or scheduling US training? (SMM, Chapter 10, Section 1000, paragraph 100002A & Section 1001, paragraph 100104, C)

(3) Is the training in skills where actual deficiencies exist and does the training further overall objectives? (Note: The ability to meet the requirement must be clearly beyond the capability of the country) (JSAT, Chapter 4, paragraph 4-4e).

(4) Does training programmed emphasize training of instructors and career personnel? (JSAT, Chapter 4, paragraph 4-4d).

(5) Does the Two-Year Training Plan (long range training, two years) forecast attrition, expansion, new equipment skills, and upgrade of personnel? Does this plan include both IMET and FMS training requirements? Do the SAO and host country meet and coordinate long term requirements and resolve planning problems on a regular basis? (SMM, Chapter 10, Section 1000, paragraph 100002 A)

(6) Does the SAO encourage host nation use (for those authorized and funded) of E-IMET? Note: Countries that make extensive use of E-IMET receive priority consideration for additional funds during the End-Of-Year IMET Review. Has this been communicated to and understood by the host nation? (HQ USEUCOM Security Assistance Training Guide, Chapter 5, page 5-1, paragraph 2).

(7) Is training planning adequately reflected in the Security Assistance Budget Request and Two-Year Training Plan? Do training plans reflect long-term consistency to meet host country and SAO objectives? Is the training reflected on MILDEP STLs for the current year consistent with the training that was planned in the Two-Year Training Plan? (SAMM, Chapter 10, Section 1000, paragraph 100002A and table 1000-1)

(8) Based on projected IMETP dollar ceiling, did the SAO prepare the Budget Year Training Program for presentation to EUCOM and MILDEPs at least 30 days before the annual security assistance training workshop? (JSAT, Chapter 4, paragraph 4-8 b)

(9) Did the SAO submit program deviations to the MILDEPs with accompanying backup documents following MILDEP processing of requirements into the DSAA data bank? (JSAT, Chapter 4, paragraph 4-8 d(6))

(10) Did the SAO submit final current year program requirements NLT 5 Aug? (SAMM, Chapter 10, Section 1000, paragraph 10002, E2)

(11) Is the Two-Year training Plan written covering the budget year and the planning year IAW guidance from EUCOM? Is the plan in the format specified? (SAMM, Chapter 10, Section 1000, paragraph 10002, D and HQ USEUCOM Security Assistance Training Guide)

(12) Has the SAO submitted requests for waivers in the prescribed format to IMET training at the EUCOM Training Program Management Review (TPMR)? Did the request include complete justification for the training and a written statement of SAO Chief concurrence? (SAMM, Chapter 10, Section 1001, paragraph 100108, A and C)

(13) For waiver requests submitted outside the TPMR, did the SAO address the requests to EUCOM with an information copy to DSAA Plans and the appropriate implementing agency? (SAMM, Chapter 10, Section 1001, paragraph 100108, D)

(14) Has the SAO programmed an appropriate number of confirmed 5th quarter requirements NLT 31 Jul to take advantage of end-of-year IMET allocations? (SAMM, Chapter 10, Section 1001, paragraph 100110A)

(15) Is the SAO using the Security Assistance Network (SAN) consisting of IDSS, TMS, And SAARMS? If not, why not, and what is being done to get on to the system? (SAMM, Chapter 15, Section 1504)

b. Program Management/Administration.

(1) Has the SAO coordinated with the host country to nominate students as early as possible (six-months before class starts)? (HQ USEUCOM Security Assistance Training Guide, Chapter 3, Section 2)

(2) Does the SAO have a suspense system or checklist to be sure the host country is aware of scheduled class dates, that prospective students are made available for English language testing, pre-departure briefings, issuance of ITOs, and other administrative actions? (JSAT, Chapter 10 and HQ USEUCOM Security Assistance Training Guide, Chapter 3, Section 2)

(3) Does the SAO maintain a file on each student that contains the required information/documentation from the JSAT, Chapter 10 and Invitational Travel Order, DD Form 2285?

(4) Does the SAO conduct an oral pre-departure briefing and provide the student a written pre-departure briefing? (JSAT, Chapter 10, Section I, paragraph 10-5)

(5) Where circumstances permit, does the SAO reproduce the in-country brief in the native language to be given to the student for retention and ready reference? (JSAT, Chapter 10, Section I, paragraph 10-4 b)

(6) Has the SAO furnished biographical data for each officer student to each installation where the officer will receive training, NLT 10 days before the reporting date? (Using the International Military Student (IMS) Biographic Data, DD Form 2239) (JSAT, Chapter 10, Section 1, paragraph 10-4 and HQ USEUCOM Security Assistance Training Guide, page 2-2, Forms and Computer Printouts)

(7) If the SAO has not received ITO authority from the responsible MILDEP 30 days prior to the student's departure, has the SAO asked the MILDEP for authority to issue the ITO? (Form 2239) (JSAT, Chapter 10, Section 1, paragraph 10-4 and HQ USEUCOM Security Assistance Training Guide, Chapter 3, Section 3, paragraph b)

(8) Prior to issuing the ITO, does the SAO receive a statement in writing from the foreign government that students attending unclassified training have been security screened? (SAMM, Chapter 10, Section 1004, paragraph 100402, A and JSAT Chapter 10, paragraph 10-133a(3))

(9) Has the SAO verified that students selected to attend classified courses have security clearances equivalent to the US level required for the course? Has the SAO checked the MASL for the required security clearance and ensured the appropriate statement and security level for classified training is checked on the student's ITO? (JSAT Chapter 10, paragraph 10-133 a(3))

(10) Prior to issuing the ITO, does the SAO receive a signed statement from a competent medical authority that a student has received a physical examination? (SAMM, Chapter 10, Section 1004, paragraph 100404)

(11) Are all available medical and dental records (in English) for rated students forwarded to the appropriate training installation (hand-carried)? (JSAT, Chapter 4, paragraph 4-54)

(12) Are Student Retainable Instructional Materials (RIM) shipped to the SAO for delivery to the student using only the approved US postal system and the costs included in the tuition rates for all formal courses? (SAMM, Chapter 10, Section 1004, paragraph 100411)

(13) When IMET pays transportation and living allowance, does the SAO give the student a one-way airline ticket or have authority from the MILDEPs for round trip tickets? (JSAT, Chapter 8)

(14) Has the SAO, if assigned to a country which has a national flag carrier with routes to or part way to the US, obtained an agreement from the host country to transport their respective students on such carriers at no cost to the US? (SAMM, Chapter 10, Section 1001, paragraph 10111)

(15) Are American Flag Carriers used to the maximum extent possible? (JSAT, Chapter 8)

(16) Does the SAO have a system to debrief returning students, evaluate training effectiveness, and conduct follow-up on the country's utilization of the student? (JSAT, Chapter 10, Section I, paragraph 10-5)

(17) Does the SAO maintain a current "Positions of Prominence" report of former students who have achieved significant positions in their country? (SAMM, Chapter 10, Section 1005 and HQ USEUCOM Security Assistance Training Guide, Chapter 6, page 68 to 69, part 8)

(18) How does the SAO monitor utilization of US trained personnel, with emphasis on the more critical and higher level skills? (SAMM, Chapter 10, Section 1001, paragraph 10009, C and JSAT, Chapter 2, paragraph 2-9 d)

(19) (FOR IMET ONLY) Does the SAO maintain a listing/file of training that requires specific approval or waiver IAW the SAMM? Are there training lines on the STL for which a waiver or approval has not been requested? (SAMM, Chapter 10, Section 1001, paragraph 100105)

(20) Did the SAO ensure that IMET priority codes were adjusted so that the total of all Priority A training lines equaled the amount allocated upon receipt of funding for their current year training program? (SAMM, Chapter 10, Section 1001, paragraph 100120, D)

(21) Has the country incurred excessive penalty charges for canceling training less than 60 days prior to the class start date? (SAMM, Chapter 10, Section 1001, paragraph 100120F)

(22) Has the SAO requested training for weapon systems or equipment that is not in or scheduled for delivery to the country? (JSAT, Chapter 4, paragraph 4-4 I)

(23) HAS IMET training been programmed to support FMS equipment purchases? If so, was the training specifically identified as part of the FMS document or approved by DSAA? (JSAT, Chapter 4, paragraph 4-4 j)

(24) Is IMET training only arranged when the total training in formal schools or in a combination of formal school and on-the-job training is a minimum of 8 weeks? (JSAT, Chapter 4, paragraph 4-4 k)

c. Mobile Assistance Teams (MTT, FTS, CFS)

(1) Does the SAO provide operational and administrative control of deployed security assistance teams? (JSAT, Chapter 2, paragraph 2-9 L)

(2) Does the SAO request a survey team to deploy at least 90 days before the in-place date requested for an MTT? (JSAT, Chapter 13, paragraph 13-59 a -- For USAF MTT)

(3) Does the SAO issue MTT/LTD call-up messages at least 90 days before the desired MTT/LTD in-place date? (JSAT, Chapter 13, paragraph 13-60 a)

(4) Does the SAO notify the furnishing agency, EUCOM and the MILDEP by message of the arrival and departure date of the MTT? (JSAT, Chapter 13, paragraph 13-15 a)

(5) What procedures have been established by the SAO to rapidly orient and introduce MTT/FTS personnel to their mission, host nation counterparts, and SAO interface? (JSAT, Chapter 13, paragraph 13-15 b and paragraph 13-25 a)

(6) Does the SAO review and endorse the MTT final report and address any problems or make recommendations that are within its purview? Does the SAO evaluate the team's effectiveness and performance in its endorsement? Is the report forwarded by the SAO to EUCOM? Does the SAO make progress reports on team performance (encouraged)? (JSAT Chapter 13, paragraph 13-52 a & b)

d. English Language Training & Testing

(1) If the host country operates English language training facilities provided under security assistance, does the SAO visit the facility to monitor its use, maintenance, instructor qualification, and supply of instructional material? Does the SAO make recommendations to assist the country for English language instructor upgrade training and replacement of instructional materials? (SAMM, Chapter 10, Section 1003 & DLIELC English Language Training Support for Security Assistance Officers)

(2) (FOR IMET ONLY) If the country has a waiver from the minimum ECL cutoff score of 55 for CONUS training, what is the country doing to train its students to a 55 ECL or higher before they depart for further English language training at DLIELC? (SAMM, Chapter 10, Section 1003, paragraph 100302, H)

(3) Does the SAO screen students for the minimum ECL prescribed by the implementing agency for each course of instruction or for entry into DLIELC? (SAMM, Chapter 10, Section 1003, paragraph 100302, E)

(4) Is an English language test control officer and alternate (officer or E-5/GS-5 or above) appointed in writing? (DLIELC 1025.15 and JSAT, Chapter 3, paragraph 3-2 d(4))

(5) Are ECL tests kept in secure storage and under control of TCO or ATCO? Are old ECL tests destroyed and the destruction certificate sent to DLIELC? Are ECL tests rotated or varied on a regular basis? Are used ECL answer sheets being returned to DLIELC? (DLIELC 1025.15)

(6) Was the final ECL validation test administered not more than 105 days prior to the student's report date as shown on the STL? (DLIELC 1025.15)

1-7. AVIATION (C-12) OPERATIONS.

a. Management. Administration of the C-12 program is of particular concern due to the opportunity for misuse. The inspector should develop an assessment of the validity of the C-12 program at the SAO based on usage for direct Security Assistance mission support. (SAMM, Chapter 13, Section 1303, paragraph 130304, B)

(1) Has the SAO properly employed the C-12 within his area of accreditation in support of security assistance management functions? (SAMM, Chapter 13, Section 1303, paragraph 130304 D1)

(2) Has the SAO provided EUCOM with copies of all MOUs between the SAO and other organizations where shared or joint use agreement is in effect? (SAMM, Chapter 13, Section 1303, paragraph 130304 E1c)

(3) Does the SAO follow passenger eligibility criteria as set out in DoD 4515.13-R? Is there a record of purpose as well as passenger manifest maintained for each supported mission? The inspector should be satisfied the C-12 is not being used for personal use or personal convenience and ineligible passengers are not being flown. (SAMM, Chapter 13, Section 1303, paragraph 130304 4D2)

(4) Are requests for travel of family members outside the SAO country of accreditation forwarded to EUCOM at least three weeks prior to the travel date? Does the request contain justification for the travel? (ED 90-6, paragraph 26 c)

(5) Are out-of-country requests for use of C-12 aircraft forwarded to HQ USEUCOM, information DSAA? Are missions fully justified IAW ED 90-6? (SAMM, Chapter 13, Section 1303, paragraph 130304, C2 and ED 90-6, paragraph 26 d and e)

(6) Are "other" missions related to USCINCEUR Contact Officer responsibilities and US Defense Representative duties billed to HQ USEUCOM? (SAMM, Chapter 13, Section 1303, paragraph 130304, B2 and D1b)

(7) When joint DIA/SAO C-12 missions are employed, are they planned to maximize support to both functions? (SAMM, Chapter 13, Section 1303, paragraph 130304, D1d)

c. Flying Hours.

- (1) Has the SAO provided EUCOM their flying hour program for the yearly budget? Is justification provided for flight hours IAW current DSAA/Comptroller annual budget call? (SAMM, Chapter 13, Section 1303, paragraph 130304 E1a)
- (2) Does the flying hour budget submission adequately estimate SAO and reimbursable flying hour requirements? Does it divide the SA and OMA funded flying hours appropriately so that the correct funding source is identified? (SAMM, Chapter 13, Section 1303, paragraph 130304, E)
- (3) Are numbers of SAO flying hours and reimbursable hours approved for the current year expected to be sufficient to accomplish the mission? If not, have additional requirements been identified? (SAMM, Chapter 13, Section 1303, paragraph 130304, E1f)
- (4) Has the SAO kept EUCOM informed as to changes in overall flying hour program requirements? What are current projections for utilization of the remaining flying hours? Have ECJ4 and ECCM been advised (before the end of the third quarter of the fiscal year) concerning approved hours not expected to be used by end of the fourth quarter? (SAMM, Chapter 13, Section 1303, paragraph 130304, E1f)
- (5) Is the cost of flying hours being appropriately charged? Is reimbursement sought for flying hours flown in support of other organizations or FMS cases? Are appropriate records being maintained IAW DoD 5105.38M?
- (6) Does the SAO follow established EUCOM approval procedures and obtain fund cites prior to flight in support of "other" missions (i.e., non-SA missions)? (SAMM, Chapter 13, Section 1303, paragraph 130304, C2 and ED 90-6, paragraph 26e)
- (7) Does the SAO submit required monthly C-12 Activity Reports to the C-12 Program Manager? (SAMM, Chapter 13, Section 1303, paragraph 130403, E1b)
- (8) If the SAO has supported reimbursable flying, has it completed and forwarded DSAA Form 78-001, "Request for Revenue Traffic Aircraft," and a memorandum certifying actual flying time for each reimbursable flight? (SAMM, Chapter 13, Section 1303, paragraph 130304, E1d)

SECTION II
PLANS AND POLICY
(OCR: ECJ5)

2-1. PUBLICATIONS. Are the following publications available, current, and are personnel familiar with them? All publications are required except those followed by a conditional statement. Are applicable Standard Operating Procedures (SOP) and letters of appointment current? Are adequate procedures institutionalized to rapidly orient and introduce newly assigned personnel to their duties, particularly if there is no overlap with the individual's predecessor?

a. DoD

DoD 5105.57	Procedures for US Defense Representatives in Foreign Countries, 26 Dec 95
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DoD 5530.3	International Agreements, 18 Feb 91
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b. HQ USEUCOM:

EP 5-4	USCINCEUR Index of Plans (U) (Secret), 5 Dec 97
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ED 5-13	International Agreements; Authority and Responsibilities, 27 Jan 94
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ED 56-9	Procedures for the US Defense Representative, 14 Apr 93
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ED 90-2	Special Tasks of USCINCEUR Chiefs of Security Assistance Organizations/US Defense Representatives During Periods of Tension, Insurrection or War (U) (SNF), 22 Jun 94
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c. Component:

USCINCEUR CONPLAN 4311-96	Noncombatant Evacuation Operations (Contingency Noncombatant Evacuation Operations).
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2-2. NON-COMBATANT EVACUATION OPERATIONS (NEO).

a. Does the SAO understand its responsibilities for NEO and that overall responsibility rests with Department of State (DoS)?

b. Has the SAO ensured that all DoD sponsored non-combatants are provided for in the DoS Foreign Service post Emergency Action Plan (EAP) and that these plans have been coordinated with the responsible US Commander? Has an adequate communications annex been published?

c. Has the SAO ensured that in-country US military elements, including non-USEUCOM elements, have NEO plans including adequate communications annexes, and that these NEO plans have been coordinated with the DoS Foreign Service post concerned?

d. Has the SAO provided assistance when requested by the Chief of Diplomatic Mission for preparation of EAPs to include acquisition of maps?

2-3. US Defense Representative Responsibilities.

a. If the SAO Chief is also the USDR, has the SAO: (ED 56-9, paragraph 6b(1)) (Note: Applicable SAOs: Belgium, Botswana, Denmark, Estonia, Greece, Italy, Luxembourg, Morocco/Western Sahara, Netherlands, Norway, Portugal, Spain, Tunisia and Turkey)

(1) Annually, by the 30th day of September, completed an account of all DoD non-combatant command elements in country and forwarded that count to HQ USEUCOM ECJ5-E?

(2) Informed HQ USEUCOM of significant changes in the general scope of DoD non-combatant command elements in country, such as changes in mission or significant personnel changes?

(3) Informed ECJ5-E of any request for consolidation or reduction of DoD non-combatant command elements by the host country or the Chief of Mission?

(4) Upon assignment, provided ECJ5-E with the due date of his or her next fitness/efficiency report?

b. Has the USDR been provided an orientation by HQ USEUCOM? (DoD 5105.57, paragraph D4b)

c. Did the USDR receive training from DSAA on the role and responsibility of the USDR? (DoD 5105.57, paragraph D5b)

d. Does the USDR maintain a listing of DoD noncombatant command elements within his AOR? (DoD 5105.57, paragraph D4d)

e. Does the USDR exercise directive authority over DoD noncombatant command element personnel in cases of emergency? (DoD 5105.57, paragraph E2a)

f. Is the USDR conversant on the scope of the in country activities for all DoD noncombatant command elements to include missions, locations, organization, and unique security requirements? (DoD 5105.57, paragraph E2c)

g. Does the USDR coordinate country team support and employ as many in-country DoD noncombatant element resources as necessary to plan, coordinate, and support DoD elements that may be temporarily visiting and/or deployed to a respective country? (DoD 5015.57, USDR Checklist of Responsibilities, paragraph g).

h. In countries where a Defense Attaché is not assigned, did the USDR perform necessary diplomatic-type representational responsibilities?

2-4. SUPPORT REQUIREMENTS UNDER OPLANS AND CONPLANS.

a. Is the SAO informed of duties and responsibilities under ED 90-2 and USCINCEUR OPLANS and CONPLANS?

b. Has the SAO determined the need for equipment to support emergency operations, including but not limited to NEO?

c. Does the SAO have any unique support requirements during tension, insurrection, or war, including NEO, that have not been provided by either the foreign service post or HQ USEUCOM?

2-5. INTERNATIONAL AGREEMENTS.

- a. Does a current index of US-host country agreements exist? (ED 5-13, paragraph 7a(3))
- b. Does the SAO index list of US - host country agreements match the HQ USEUCOM Index of International Agreements?
- c. Does an index of US military regulations, specific to the host country exist? Do these regulations satisfactorily implement US - host country agreements?

(NOTE: LOAs and LOIs under Foreign Military Sales do not constitute an international agreement. Review DoD 5530.3, Definitions, for more clarification of what does/does not constitute an international agreement.

- d. What new international agreements has the SAO entered into or facilitated with a foreign government since the last inspection? Have concluded agreements been properly transmitted? Has the HQ USEUCOM Index of International Agreements been reviewed and updated with agreements concluded since the last inspection? Have ECLA and ECJ5 been advised of the additions or deletions in a timely manner?
- e. If the SAO is the proponent of an agreement, has authority to negotiate and to conclude the agreement been properly obtained? If the facilitator of an agreement, has the authority to negotiate and to conclude by the proponent of the agreement been sufficiently determined? If the facilitator is also the USDR, has it ensured the unified commander's interests are fully protected? (ED 56-9)
- f. If the proponent of an agreement, was a legal and fiscal memorandum submitted and is a copy in the agreement file?
- g. If the proponent of an agreement, for agreements concluded in a language other than in English, has the foreign text been properly certified?
- h. If the proponent of an agreement, are the files of the negotiating history of agreements prepared and maintained?
- i. Have ECJ5 and ECLA been kept informed of all international agreement activity with the host government? This includes international agreements negotiating and/or concluding as agent for another as the "organizational element primarily responsible." It also extends to international agreements which may have no direct involvement in but are being negotiated and/or concluded by another DoD agency, another unified command, component command, or other military organization.
- j. Is there a repository of international agreements and is it complete? (ED 5-13)

SECTION III

Comptroller (OCR: ECCM)

3-1. PUBLICATIONS. Are the following publications available and current, and are personnel familiar with them? All publications are required except those followed by a conditional statement. Are applicable Standard Operating Procedures (SOP) and letters of appointment current? Are adequate procedures institutionalized to rapidly orient and introduce newly assigned personnel to their duties, particularly if there is no overlap with the individual's predecessor?

a. DoD

DoD 1015.6	MWR Fund Account (Limited to those activities with MWR funds), 3 Aug 84
DoD 7250.13	Official Representation Funds (Limited to those activities with representation funds), 23 Feb 89
DoD FMR 7000.14R	Financial Management, Volume 5-May 96, Volume 9-Dec 96, Volume 11B-Dec 94, Volume 12-Sep 96, Volume 13-Aug 94, Volume 14-Aug 95, Volume 15-Mar 93
	Internet WWW.dtic.mil/adm

b. HQ USEUCOM

ED 50-2	Administration and Control of Financial Resources, 16 Apr 96 and Change 1, 2 Jan 97
ED 50-8	Internal Management Control Program, 28 Jan 94
ED 50-12	Administration of Representation Funds (Limited to those activities with representation funds), 9 Nov 94
ED 90-6	Administration of Security Assistance Organizations, 22 Aug 94
SM 30-1	Preparation of Travel Orders, 24 Aug 93

c. Service

AR 1-75	AFR 400-25, OPNAVINST 4900.31F Administrative and Logistical Support of Overseas Security Assistance Organizations, 10 Oct 89
AR 37-47	Representation Funds of the Secretary of the Army (Limited to those activities of the Army with representation funds), 31 May 96
AR 37-103	Disbursing Operations for Finance and Accounting Offices, 4 Dec 87
DFAS-IN MANUAL 37-1	Army Accounting and Fund Control

DFAS-IN
MANUAL
37-100-XX

Financial Administration - The Army Management
Structure (AMS)

DFAS-IN
MANUAL 7097.01

Departmental Reporting Manual for OSD
Appropriations

Internet WWW-usappc.hoffman.army.mil/gils/epubs.html

d. DFAS-Denver

Accounting Pamphlet Financial Administration of Security
Assistance Organization Operating Funds

3-2. BUDGETING.

a. Are there any significant problems related to unfinanced requirements not included in the present quarter obligation target and or/annual funding program (AFP)? The inspector should list the current AFP by source, project, and amount, and identify any problems. (ED 50-2, paragraph 21a(1))

b. International Cooperative Administrative Support Services (ICASS).

(1) Are annual agreements between the SAO and the embassy signed by the SAO Chief? (AR 1-75, Chapter 4, (paragraph 4-1b(4))

(2) Does the degree of reliance on ICASS seem to be proper? (Evaluate the agreement against actual requirements and utilization.) Could services be provided more cost effectively within DoD channels? (AR 1-75, Chapter 4, (paragraph 4-1b(4))

(3) Are ICASS agreements and charges reviewed yearly? Are there any categories of ICASS support for which costs and/or workload factors are not commensurate with services provided? (AR 1-75, Chapter 4, (paragraph 4-1b(4))

(4) Are ICASS expenses charged for only SAO billets as authorized by the JMP? (ED 50-2, Appendix F, paragraph F3)

(5) Is the SAO Chief a voting member of the ICASS board? Has the SAO Chief attended the board meetings? Are copies of ICASS board meeting minutes on hand?

(6) Are there separate ICASS agreements for each type of funding the SAO receives? (ED 50-2, Appendix F, paragraph F3)

c. Does the host country provide contributed currency?

(1) Did the SAO provide ECCM, by message, the actual obligation data for military and civilian personnel supporting the SAO to include post, station, and temporary living allowances; related morale and welfare costs? Was the message transmitted NLT 30 days after the end of each fiscal year? (ED 50-2, paragraph 24b(1)).

(2) Determine what items the SAO includes in its contributed local currency budget estimates.

(3) Verify that the SAO transmitted actual obligations data to HQ USEUCOM ECCM-B for items not supported from Foreign Military Sales (FMS) Administrative funds.

(4) Determine if the Embassy informs the SAO when actual contributions are made by the host country, and if the SAO then notifies USEUCOM Comptroller, via message, of the amount contributed and the date deposited. (ED 50-2, paragraph 24 b(3))

d. Does the host country provide assistance-in-kind (AIK)? If so, do dollar estimates of material and services provided reflect value received by the SAO? Each item should be listed and also how the value was determined. (ED 50-2, paragraph 24 b)

e. Were budget(s) prepared in accordance with budget guidance? (ED 50-2, paragraph 7b(7) and (8))

f. Are costs pro-rated between SA and OMA in accordance with JMP billets? (ED 50-2, Appendix F, paragraph F-3)

3-3. SECURITY ASSISTANCE AUTOMATED RESOURCE MANAGEMENT SYSTEM (SAARMS)

a. Is SAARMS being used to manage financial resources? (Mandatory) (ED 50-2, paragraph 7b(4) and Appendix D-2a)

b. Are back-up data disks being produced on a regular basis and stored in a secure location?

c. Is the most recent version of SAARMS being used? Are source disks stored in a safe location?

d. Are funding changes and obligations/adjustments posted to SAARMS accurately and on a timely basis? (ED 50-2, paragraph 7b(4) and (5))

e. Have monthly obligation projection plans been input and updated in SAARMS? Do the plans in SAARMS accurately reflect the SAO's intentions? Are there surplus funds available for reprogramming? (ED 50-2, paragraph 7b(4) and (5))

3-4. ADMINISTRATION OF ACTIVITY OPERATING FUNDS. (ED 50-2, DFAS-IN MANUAL 37-1, DFAS-IN MANUAL 37-100-XX)

a. SAO file of USEUCOM fund messages and Fund Certification (FCA) documents (ED 50-2, paragraph 7b(6) and 10b(7))

(1) Are SAARMS resource control ledgers are maintained for reconciling with Standard Finance System (STANFINS) Detail Obligation Report (DOR) for OMA Funds and Open Document Listing (ODL) for SA funds? (ED 50-2, paragraph 7b(4), 8g(5), 12b, and Appendix D)

(2) Have all current total fund authority messages received been posted in SAARMS? (ED 50-2, Appendix D-2a)

(3) Has the SAO submitted their approved spending plans to ECCM to ensure a balanced program within the available funding levels provided? (ED 50-2, paragraph 7b(7))

b. Fund Control Procedures. (ED 50-2, DFAS-IN MANUAL 37-1, DFAS-IN MANUAL 37-100-XX)

(1) Is the semi-monthly Detail Obligation Report (DOR) is being used to reconcile SAARMS postings for OMA funds and the monthly ODL for SA funds?

(2) Is there a log reflecting the current total fund authority resulting from all messages received? (ED 50-2, paragraph 10b(6))

(3) Are adequate procedures followed for obtaining fund cites from the SAO Fiscal Officer for travel orders, supply requisition, and purchase orders, to ensure fund availability? (ED 50-2, paragraph 7b(2))

(4) Do procedures for submitting obligation documents to the 266th Theater Finance Command (TFC) for OMA funds and DFAS-Denver for SA funds comply with the published standards included in most recent funding guidance? (ED 50-2, paragraph 18b)

(5) Are the SAARMS-produced Status of Funds (SOF) and Open Document Listings (ODL) reconciled to the EUCOM STANFINs (for OMA funds) and ODL (for SA funds) completed and signed by the SAO Chief at least monthly? (ED 50-2, Appendix D, paragraph d-4a)

(6) Are Status of Funds (SOF) reports accurate and explain deviations greater than 5 percent of total APF or \$5,000.00 (whichever is greater)? Did the SAO explain in writing monthly budget variances if exceeding plus or minus 5 percent or \$5,000.00? Are they submitted before the last day of the month? (ED 50-2, paragraph 20b(1) and 21a(2) and (3))

(7) Has the SAO submitted a proposed monthly spending plan based on ECJ4-PMR security assistance funding guidance? (ED 50-2, paragraph 21b)

(8) Are obligation documents (i.e., temporary duty) orders, contracts, and Miscellaneous Obligation Documents (MODs)) that support feeder report entries forwarded to the 266th TFC for OMA funds and DFAS-Denver for SA funds by mail promptly after the transmission of the feeder data report? (ED 50-2, paragraph 18b(2))

(9) Is the Non Stock Fund Obligation and Payable (NSFOP) listing for OMA funds and ODL for SA funds being reviewed to validate unliquidated obligations and correct Negative Unliquidated Obligations (NULOS) within 30 days of the receipt of the report by the SAO? (ED 50-2, paragraph 19b and c)

(10) Is SAARMS maintained to provide real-time status of fund reporting to the SAO chief and funds manager? (ED 50-2, Appendix D, paragraph D-2a)

(11) Did the SAO obtain ECJ4-PMR and DSAA budget approval for security assistance funded quarters leases over \$20,000.00, offshore or foreign made vehicle procurements, and armored vehicles? (ED 50-2, Appendix H, paragraph H-2b(2))

(12) Did the SAO have IMB approval for purchase of automation equipment? (ED 50-2, Appendix H, paragraph H-2b(2))

(13) Has the SAO purchased property book items which are in excess of the CTA or JTA authorizations? Did the SAO obtain HQ USEUCOM approval? (ED 50-2, Appendix H, paragraph H-2b(1))

(14) Identify any recommendations the SAO might have for improving resource management and automated reports.

(15) Determine if SAO fiscal personnel are thoroughly familiar with procedures for retaining fiscal documents. The inspector should interview personnel and review documents to verify. Fiscal files will be maintained for three years or until the obligation is liquidated, whichever is later. (ED 50-2, paragraph 7b(6) and 10b(7))

c. IMPAC Credit Card or Imprest/Petty Cash Fund. (ED 50-2, DFAS-IN Manual 32-1)

(1) Is there a valid requirement for the IMPAC card or imprest fund? (SAOs may have the IMPAC Card or an imprest fund but not both).

(2) Did any single transaction exceed \$600.00 (imprest fund)? (ED 50-2, Appendix H, paragraph H-4a)

(3) Is the SAO IMPAC Cardholder or imprest fund clerk familiar with controlling regulations? Has the Cardholder and Approving Official been trained and certified by the regional contracting office prior to receiving a card? (ED 50-2, Change 1, paragraph P-5a(6) and P-5b(6))

(4) Are purchases made through the IMPAC Card or imprest fund appropriate purchases or should they be purchased with a contract? Are they within the single purchase limit that has been established? (ED 50-2, Change 1, paragraph P-5b(2))

(5) Are unannounced inspections of imprest fund, to include cash count, made at least quarterly? (AR 37-103, paragraph 8.10b)

(6) Is a joint review made at least quarterly by the imprest fund cashier and the procurement officer to ensure that established amounts are consistent with the average monthly usage? (AR 37-103, paragraph 8.10b)

(7) Has the SAO established and maintained an automated purchase transaction register to reflect each purchase and financial balance? (AR 37-103, paragraph 8.10b)

(8) Are IMPAC Card or imprest fund allocation amounts being properly obligated? Is the SAO Budget Analyst certifying the availability of funds on purchase requests? Are payments posted to the established obligations? Is there an accurate balance showing amounts remaining on the original obligation? (ED 50-2, Change 1, paragraph P-5a(7))

(9) Are monthly summary statements signed by the Approving Official within four days of receipt from the Cardholder and then forwarded with the signed Cardholder statements to the servicing resource management office? (ED 50-2, Change 1, paragraph P-5b(3))

(10) Are all accountable personal property items purchased and paid for using the card reported to the Property Book Officer for inclusion in the inventory system? (ED 50-2, Change 1, paragraph P-6b(3))

d. Personnel Computations. (ED 50-2, DFAS-IN MANUAL 37-1)

(1) Does the number of civilians onboard match with the number of authorizations on the JMP? (ED 50-2, Appendix N, paragraph N-2)

(2) Are the personnel on board actually charged to the proper pay account? (ED 50-2, Appendix N, paragraph N-6a and b)

(3) Are payroll expenses reported accurately on the monthly feeder reports? (ED 50-2, Appendix N, paragraph N-6c)

(4) Is severance pay reported with each payroll? Is OMA severance pay obligated quarterly with a MOD and transferred using a SF 1081 to the trust fund account?

(5) Is civilian overtime approved in advance and is justification adequate?

(6) Is the Civilian Manpower Obligations Data (CMOD) reported monthly on the SAARMS generated feeder report? Does the CMOD manhour data reflect actual manhours worked by on-board personnel for both base and premium pay? (OMA funds only) (ED 50-2, paragraph 26 and Appendix I, paragraph I-3b)

e. Travel. (ED 50-2, AR 1-75, ED 90-6, SM 30-1)

(1) Are US carriers utilized if available? (SM 30-1 paragraph 7e(2))

(2) Are procedures established to ensure travelers submit vouchers and FSN's settle travel advances? Is the time lag in settling travel vouchers consistent with established policy? (ED 50-2, paragraph 15b)

(3) Was the TDY travel adequately justified? Was the purpose specific? Was travel outside the SAO's AOR properly approved by the Chief? (ED 50-2, paragraph 15g)

(4) Was "variation authorized" clearly justified? (SM 30-1 Appendix C, paragraph 11)

(5) Is dependent travel, to include travel as essential medical attendant, properly documented, and were Invitational Travel Orders (ITOs) used vice DD Form 1610? (SM 30-1 paragraph 15b)

(6) Were the correct TDY fund citations used when both FMS case and operating funds were involved? (SM 30-1, Appendix C, paragraph 19)

(7) Have service-related physical examinations been funded by the respective services vice SAO funds? (SM 30-1 paragraph 15a2)

(8) Do SAO fiscal personnel receive copies of paid travel vouchers for reconciling obligation estimates? (ED 50-2, paragraph 15b(3))

(9) Are at least two different signatures reflected on each travel order for the following signatures: Requesting Official, Approving Official, and Authorizing Official, to provide a proper check and balance? (SM 30-1 paragraph 7b)

(10) Are American Express (AMEX) credit cards issued to US military and US civilian employees? Are the cards being used to the maximum extent possible to fund TDY travel? Are procedures in place to take corrective action when SAO Chief is notified of violations or of delinquent payments?

f. Representation Funds. (DoD 7250.13, AR 1-75, DFAS-IN MANUAL 37-1, AR 37-47, ED 50-2, ED 50-12)

(1) Has the SAO Chief delegated the position of Representation Fund Custodian and (if other than the Fiscal Officer) is that delegation of authority on file? (ED 50-12, paragraph 6e)

(2) Is the expense code for representation funds being used properly? Do SAARMS entries show the cost and date of each event funded, and the available balance? Are amounts included in monthly feeder reports or obligation transmittal documents as applicable? (ED 50-12, paragraph 7b(7))

(3) Are expenditures adequately supported by guest lists, actual bills/receipts, and payment vouchers? Does the Certifying and Approval Official certify propriety and correctness of expenditure of funds prior to submission of reimbursement vouchers? (ED 50-12, paragraph 7b(5))

(4) Are obligations submitted the month in which a function is held? Are cumulative obligations within the annual funding programs and obligation targets issued by ECCM-B?

(5) Is a copy of State Department criteria establishing dollar ceilings for the various types of representation activities on file with SAO fund custodian? (ED 50-12, paragraph 7b(9))

(6) Are the cost of functions within the State Department ceilings? If not, have supplemental vouchers been filed to recoup out of pocket expenses? (ED 50-12, paragraph 8k)

(7) Are representation funds used to purchase gifts for departing unit members? (Strictly Prohibited) (AR 1-75, Chapter 4, paragraph 4-7f)

(8) Upon receipt of representation fund limit, does the SAO reevaluate their budget submission and develop a specific program to use funds? (ED 50-12, paragraph 7b(3))

g. Fund Certification Authority (FCA). (ED 50-2, DFAS-IN MANUAL 37-1)

(1) Does the Fiscal Officer have a letter of delegation of authority to certify funds signed by SAO Chief? (ED 50-2, paragraph 7b(2) and Appendix D)

(2) Are all commitment/obligation documents properly certified by the official designated fund certification authority? (ED 50-2, paragraph 7b(2), 8f(3) and Appendix D)

h. Fund Limitations. (DFAS-IN MANUAL 37-1 and ED 50-2) Ensure expenditures subject to limitations, for example, representation funds and civilian driver uniforms, are properly recorded and adequately monitored by SAARMS.

i. Supplies. Do petty cash/imprest fund expenditures comply with embassy dollar ceilings for individual transactions? Are purchases proper? (ED 50-2, DFAS-IN Manual 37-1)

j. Contracts. (ED 50-2, DFAS-IN MANUAL 37-1)

(1) Are contracts obligated IAW obligation rules? (ED 50-2, paragraph 16a)

(2) Are services improperly contracted, i.e., personal service contracts? Is there any indication of bypassing the authorized manpower ceiling by contractual services? (ED 50-2, paragraph 16b)

k. Utilities and Communications. (ED 50-2, DFAS-IN MANUAL 37-1)

(1) If a Military Interdepartmental Purchase Request (MIPR) is used are the following procedures being followed. (ED 50-2, Appendix F, paragraph F-8)

(a) Is a direct fund cite MIPR established to pay utility/communication bills? Is it amended each quarter?

(b) Do MIPRs record utilities and communication services as of the month in which the billing period ends, even if the billing period is split between fiscal years?

(c) Are utility/communication bills sent to the SAO for review and approval for payment by the Embassy Budget and Finance Office?

(d) Is the MIPR properly obligated in SAARMS? Are payments posted to the MIPR and available balances evaluated and adjusted to meet anticipated remaining requirements? (ED 50-2, Appendix F, paragraph F-8b)

(2) If a Miscellaneous Obligor Document (MOD) is used are the following procedures being followed? (ED 50-2, Appendix J)

(a) Do MODs record utilities and communication services as of the month in which the billing period ends, even if the billing period is split between fiscal years? (ED 50-2, Appendix J)

(b) How are amounts calculated for MODs? Are estimated amounts for MODs based upon historical usage rates/patterns? (ED 50-2, Appendix j, paragraph J-2d)

(c) Are MODs reconciled with the actual bills upon receipt? Are proper adjustments made to the recorded obligation? (ED 50-2, Appendix J, paragraph J-2b(1))

1. MWR Fund Account. (DoD 1015.6)

(1) Does the activity have unit funds? Are monies credited in accordance with the activity's personnel ratio?

(2) Are monies being expended within guidelines? Are internal controls in place?

3-5. INTERNAL MANAGEMENT CONTROL (IMC) PROGRAM IAW ED 50-8, Internal Management Control Program, the Office of Defense Cooperation (SAO) as a whole is the single assessable unit under the HQ USEUCOM IMC program for the USEUCOM security assistance mission. Program requirements to identify SAO assessable units and perform risk assessments for designated assessable units, which were previously performed at the SAO level, are now performed at the HQ USEUCOM level for the security assistance mission. SAO's continue to support the HQ USEUCOM IMC program as determined by the ECJ4 Security Assistance Division.

a. Are SAO personnel familiar with the revised organization of the HQ USEUCOM IMC program for the security assistance mission, and SAO responsibilities under the revised program?

b. Have program requirements as determined by ECJ4 Security Assistance Division been accomplished?

SECTION IV

Logistics (OCR: ECJ4)

4-1. PUBLICATIONS. Are the following publications available and current, and are personnel familiar with them? Are applicable Standard Operating Procedures (SOP) and letters of appointment current?

a. DoD

DoD 5105.38-M	Security Assistance Management Manual (SAMM) 10 Aug 78
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b. Service

AR 1-75, AFR 400-45 OPNAVINST 4900.31F	Administrative and Logistical Support of Overseas SAOs, 10 Oct 89
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AR 25-400-2	The Modern Army Recordkeeping System, 26 Feb 93
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AR 58-1	Management, Acquisition and Use of Administrative Use Vehicles
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AR 700-84	Issue and Sales of Personal Clothing, 28 Feb 94
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AR 710-2	Inventory Management Supply Policy Below the Wholesale Level, 28 Feb 94
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AR 735-5	Policies and Procedures for Property Accountability, 28 Feb 94
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AR 750-1	Army Material Maintenance Policy and Retail Maintenance, 1 Jul 96
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DA Pamphlet 710-2-1	Using Unit Supply System Manual Procedures
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DA Pamphlet 710-2-2	Supply Support Activity Supply System: Manual Procedures, 28 Feb 94
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DA Pamphlet 738-750	The Army Maintenance Management System
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DA Pamphlet 750-35	Functional Users Guide for Motor Pool Operations (For units with NTVs), 1 Aug 94
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JTA	Joint Table of Allowances (JTA), SAO or ODC specific
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CTA 50-909	Common Table of Allowances (CTA) for Office and Housing Equipment
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Unit Supply Update

Maintenance Management Update

c. HQ USEUCOM

ED 25-5	Security Requirements for Automated Information Systems, 1 Mar 96
ED 64-2	Management of Non Tactical Vehicles (for units with NTVs), 28 Feb 91
ED 90-6	Administration of Security Assistance Organizations (SAO), 22 Aug 94
ECJ4 Policy Letter 88-1	Accident reporting. letter dated 30 Oct 87. Was extended by ECJ4 MSG 210534Z SEP 90.
SM 5-14	Records Management, 22 Jan 97

4-2. PROPERTY ACCOUNTABILITY AND SUPPLY SUPPORT.

a. Responsibility.

(1) IAW AR 735-5, paragraph 2-8, has the SAO Chief signed the required statement assuming accountability and responsibility of all SAO Property? Is this statement posted in front of the property book? The SAO, upon assumption of duties, assumes command and supervisory responsibility for all SAO government property and funds. This includes ensuring property and funds are properly used and cared for and that proper custody and safekeeping are provided. This responsibility cannot be delegated.

(2) Has the chief appointed an accountable officer/PBO? If not, the chief has to assume responsibility as the accountable officer. (DA Pamphlet 710-2-1, paragraph 4-4)

(3) Has the accountable officer/PBO accepted responsibility for property? Is a memo reflecting this posted in the property book? (DA Pamphlet 710-2-1, paragraph 5-2)

(4) If the accountable officer/PBO is an NCO or a Foreign Service National (FSN), has the appointment been approved by ECJ4-IDS? (AR 735-5, paragraph 2-10)

(5) If the PBO is using management forms or a system other than the standard Army Property Accountability System, does the organization have an exception to policy from ECJ4-IDS? (DA Pamphlet 710-2-1, Chapter 4)

b. Equipment Authorizations.

(1) Does the unit have a consolidated, complete, and accurate property listing? Does the property listing identify property by authorization documents, quantities required and on-hand, and the hand receipt location?

(2) Has the PBO validated the Joint Table of Allowance (JTA) annually IAW AR 1-75, Chapter 5, paragraph 5-2? Within two years of last publication of the JTA, has the PBO verified the property listed on the JTA as mission essential property, and forwarded changes to ECJ4-IDS IAW AR 1-75, chapter 5, paragraph 5-2)? Does the JTA contain only that property not otherwise authorized by any other document?

(3) Does the SAO have on hand the required amount of equipment/property needed to properly perform their mission? If not, have steps been taken to get the items authorized and procured? Has a request for interim approval for additions to the JTA been submitted to ECJ4-IDS? If excess is on hand, has the PBO sent a request for disposition instructions to ECJ4-IDS to dispose of or transfer the property? (Unit JTA and/or CTA 50-909; AR 710-2, Chapter 2)

(4) Are purchases of accountable property authorized by CTA or JTA (DA Pamphlet 710-2-1, paragraph 4-1); the unit Enhanced Morale, Welfare and Recreational (MWR) Plan (ED 90-6, paragraph 24); Copier Equipment Authorization (SM 5-14, paragraph 7); or interim approval by ECJ4 message? If authorized by the Enhanced MWR Plan or ECJ4 message, are steps taken to include the property on the JTA? (AR 1-75, paragraph 5-1)

(5) Has the Property Book Officer (PBO) conducted an annual reconciliation of all property allowances with the authorization documents? Did the PBO document the reconciliation by placing a statement in front of the Property Book? (AR 710-2, paragraph 2-4 b)

(6) Do assigned personnel on accompanied tours have restricted weight allowances when furniture in quarters is provided? (AR 210-50, Chapter 10)

c. Document Register and Supporting Files.

(1) Are authorized purchases properly recorded in the document register? Is a document number assigned when the action is initiated? If the expendable, non-expendable and durable document registers are combined, did the PBO annotate the remarks block of the DA Form 2064 indicating which item is expendable, non-expendable or durable? (DA Pamphlet 710-2-1, Chapter 2, Section III)

(2) Are document registers properly maintained and closed out at the end of the calendar or fiscal year? (DA Pamphlet 710-2-1, Chapter 2, Section III)

(3) Has the PBO established a supporting document file for nonexpendable items? Is there a document in the file for each document number transaction? (DA Pamphlet 710-2-1, paragraph 4-14)

d. Property Book.

(1) Is the property book maintained correctly? Is the authority listed on the DA Form 3328 valid? Is a LIN listed for all CTA authorized items? Is the unit price listed in the lower right hand corner of the remarks column? (DA Pamphlet 710-2-1 Chapter 4)

(2) Has the PBO developed and maintained a Property Record, DA Form 3328, for all assigned property listed in the property book? (DA Pamphlet 710-2-1, paragraph 4.1) Does the PBO maintain Serial Number Pages (DA Form 3328-1) as required IAW DA Pamphlet 710-2-1, Chapter 4, paragraph 4-10?

(3) Does the PBO maintain a property record for all negotiable media such as credit cards, fuel coupons, and toll tickets?

(4) Has the PBO reconciled the SAO property on hand with the property quantities listed in the required and authorized columns of the Property Record (DA Form 3328), at least annually, to ensure all mission essential property is on hand or on order? Has the PBO documented the annual reconciliation by preparing a memorandum for record and posting it to the front of the property book?

e. Hand Receipts.

(1) Has the PBO established direct responsibility by issuing property to the user on a hand receipt? Are hand receipts are required when property book items are issued? (DA Pamphlet 710-2-1, paragraph 5-3, & AR 735-5, paragraph 2-8)

(2) Are hand receipts kept current and validated within every 90 days? (DA Pamphlet 710-2-1, paragraph 5-3)

(3) Are inventory lists used when it is impractical to assign responsibility for property to another person? An example of this would be a conference room or multi-use classroom. If an inventory list is used, the PBO remains responsible for the property. Is a copy of the inventory list conspicuously posted in the area concerned? Are the items inventoried by the PBO every six months and is the inventory posted on the inventory list? Does the PBO have an SOP on Inventory Lists usage? (DA Pamphlet 710-2-1, paragraph 5-6)

(4) Is the PBO coordinating with the unit information management officer for hand receipting computer software to users in accordance with AR 710-2, paragraph 2-32? If software is maintained on the property book, is it properly accounted for?

(5) Are negotiable media (gas cards and credit cards) valued at more than \$100 issued and accounted for through hand receipt procedures in accordance with AR 710-2, paragraph 2-32?

f. Inventories.

(1) Did the SAO Chief conduct a complete 100 percent inventory upon assumption of command?

(2) Did the PBO conduct a "Change of PBO" upon assuming responsibility and accountability of all SAO property? Has the PBO conducted an annual inventory of all SAO Property, and reviewed/updated all existing hand receipts? (AR 710-2, and DA Pamphlet 710-2-1, Chapter 9, paragraph 9-8 and 9).

(3) Are all required inventories being conducted? These include annual or cyclic, change of hand receipt holder, and change of PBO/accountable officer requirements. Is there a copy of the memorandum indicating the date and results of the inventory? (AR 710-2, Table 2-1)

(4) Are weapons and ammunition properly authorized by the JTA, accounted for and inventoried? (AR 710-2, Table 2-1, and DA Pamphlet 710-2-1, Chapter 9, paragraph 9-11)

(5) Has the PBO and the respective Hand Receipt Holder conducted a sensitive items inventory IAW DA Pamphlet 710-2-1, Chapter 9, paragraph 9-10?

(6) Has the PBO initiate Reports of Surveys for property lost, damaged, or destroyed as required by AR 735-5, Chapters 12 and 13?

(7) Does the PBO maintain a Report of Survey log and copies of all previous reports of surveys IAW AR 735-5, Chapters 12 and 13?

g. Property Disposal Procedures.

(1) Has the PBO notified J4-IDS to dispose of property? Did the PBO correctly prepare a Request for Issue or Turn-In (DA 3161) when disposing or transferring property? (DA Pamphlet 710-2-1, Chapter 3, paragraph 3-1)

(2) Does the PBO maintain copies of property disposal records in the supporting document file? (DA Pamphlet 710-2-1, Chapter 3, paragraph 3-1)

(3) Are excess and unserviceable items properly disposed of through GSO auction, turn in to Defense Reutilization Management Offices, or lateral transfer? Does the unit have authorization from ECJ4-IDS for disposal or lateral transfer of property to another unit? If the items are being disposed of through DoD or GSO sale, is the proper fund site being used? (AR 710-2, Paragraph 2-13)

h. Supply Support.

(1) Is the administrative and logistic support being provided by the host country effective? Can any deficiency in mission accomplishment be traced to ineffective support?

(2) Is support provided by agencies outside of DoD, e.g., US Embassy or contractors, effective?

(3) Is US military support effective?

(4) Are the procedures for requisitioning and receiving supplies and equipment adequate and effective, made via authorized purchasing agents, and are local purchase procedures satisfactory? (AR 1-75, Paragraph 5-6)

(5) Is there an internal auditing system between the PBO and the Finance Officer to cross reference purchases with authorization documents? Does the PBO have an auditing system to ensure funds expended for equipment and/or services are done so lawfully and appropriately?

(6) Are assigned equipment, furniture and appliances properly maintained and in good repair? (AR 735-5, Paragraph 2-8)

4-3. ADP PLANNING AND PROCUREMENT.

a. Does the organization have an ADP plan on file and does it properly reflect the equipment on hand and on order? Does the ADP Plan include plans for routine, annual, upgrades and replacement of ADP equipment and software? (ECJ4-SA 071630Z OCT 92, ADP Support for SAOs)

b. Do current microcomputer assets meet the minimum specifications for new automated data processing (ADP) equipment? If not, what actions have been initiated to correct the deficiency? (DoD 5105.38M, Table 1504-2)

c. Is all software installed on SAO computers in compliance with US copyright laws?

d. Does the SAO have the latest versions of Security Assistance software installed on each computer or on computers as needed? (SAN WEB, SAN, SAARMS, TMS, and IDSS) Is the SAO using the SAN Web or IDSS? If not, what actions have been initiated to correct the deficiency? (SAMM, Chapter 15, Section 1504)

e. Has the Embassy Regional Security Officer (RSO) established local computer system security procedures that minimize the risk of unauthorized use or access to terminal workstations/computer systems and the loss or compromise of information on the computer systems? (ED 25-5, paragraph 2a)

f. Are local security procedures established by the Embassy Regional Security Officer (RSO) or designated representative followed? (ED 25-5, paragraph 2-a)

g. Is virus detection software installed and used on each computer system each time the computer is activated? Are all transportable magnetic media (floppy disks and magnetic tape) scanned for viruses before or after use, on each computer?

4-4. ADMINISTRATION OF NON TACTICAL VEHICLES (NTV).

a. Responsibility.

(1) Are vehicles being dispatched for official uses only? (ED 64-2, paragraph 3 and AR 58-1)

(2) Is domicile-to-duty (D-T-D) transportation authorized, and are proper procedures followed? (ED 90-6, paragraph 22, and AR 1-75, paragraph 3-9) (ECJ4-SA 021000Z MAY 94, NTV Usage and D-T-D). Is there a file copy of the DCINC's approval for D-T-D?

(3) Is there a local SOP governing dispatch, use, POL support, accident reporting, key control, parking and maintenance of NTVs? Does it follow current DOD and HQ USEUCOM guidance? (ED 64-2, paragraph 5,b(1))

(4) Has the ODC/SAO Vehicle Manager established prudent measures to ensure the safekeeping and security of all assigned NTVs?

(5) Is the vehicle manager using daily dispatch procedures, (DD Form 1970), and is the form being completed IAW DA PAM 738-750? If the vehicle manager is using an alternate form, was an exception to policy from ECJ4-IDS obtained to use alternate procedures? (DA PAM 738-750, paragraph 2-5)

b. Maintenance.

(1) Is the source of regular and emergency maintenance adequate? Are any vehicles out of service for lengthy periods of time? Can parts be procured in a timely and cost effective manner?

(2) If embassy vehicles are assigned, is there an agreement with the SAO for maintenance? Is it a fair allocation and is it supported by non-SAO funds?

(3) Is there a system in place to track usage time, vehicle mileage, and when services are performed? Is the vehicle manager using the Organizational Control Record for Equipment (DA Form 2401, IAW DA Pam 738-750)?

(4) Are local gas coupons or credit cards used for refueling government vehicles? If so, have the PBO and the Vehicle Manager developed a system of checks and balances to ensure proper official use, and to eliminate fraud, waste and abuse? (ED 64-2)

c. Replacement.

(1) Are vehicles being replaced IAW current age and mileage criteria? Are vehicles beyond economical repair being reported to ECJ4-SA for disposition instructions? (ED 64-2 and AR 58-1, Chapter 2)

(2) Does the PBO process vehicle requisitions IAW ED 64-2? Does the ODC/SAO have all its authorized vehicles, or taken steps to purchase vehicle shortages. If the ODC/SAO has excess vehicles, has the PBO taken steps to dispose of the excess vehicle?

d. Accidents.

(1) Are accidents properly reported? (HQ USEUCOM ECJ4 Policy Letter 88-1 and ECJ4 message 210534Z Sep 90)

(2) Has the PBO initiated a Report of Survey in order to determine liability and to obtain relief of accountability for damaged property?

4-5. FACILITIES.

- a. Are the office facilities adequate for the unit to perform its mission?
- b. If housing is government leased, does it follow the appropriate guidelines? (AR 1-75, paragraph 3-7)
- c. Are office repair and maintenance services adequate and timely?
- d. Are storage facilities adequate for property items not signed out? Is SAO property segregated and properly accounted for in the storage facility? Does the PBO maintain control over issue and use of items in storage? Are storage areas clean and uncluttered and do they protect the condition of stored property? (DA Pamphlet 710-2-1, Paragraph 5-3)

4-6. Files Management. Does the PBO maintain administrative, logistics, property, and NTV related files IAW AR 25-400-2, (The Modern Army Recordkeeping System) and SM 5-14?

SECTION V

SECURITY MATTERS (OCR: ECSM)

5-1. PUBLICATIONS. Are the following publications available and current, and are personnel familiar with them? All publications are required except those followed by a conditional statement. Are applicable Standard Operating Procedures (SOP) and letters of appointment current? Are adequate procedures/continuity books available to rapidly orient and introduce newly assigned personnel to their duties, particularly if there is no overlap with the individual's predecessor?

a. DoD

DoD 2000.12	Combating Terrorism Program, 15 Sep 96
DoD 5200.1R	DoD Information Security Program Regulation, 17 Jan 97
DoD 5200.28	Automated Information Systems Security Program, 21 Mar 88
DoD 5200.8R	DoD Physical Security Program, May 91

b. HQ USEUCOM

ED 25-5	Automated Information Systems Security Policy (For activities not residing in DoS facilities), 1 Mar 96
ED 25-13	USEUCOM Terrorist Threat Condition System, 16 May 94
ED 25-14	Personnel Security Program, 21 May 93
ED 55-9	Operations Security, 25 Apr 96
	USEUCOM Supplement 1 to DoD 5200.1R Information Security Program, May 93
	USEUCOM Supplement 1 to DoD 5200.8R Physical Security Program, Jul 93

c. Other

AR 25-400-2	Modern Army Record Keeping System, 23 Feb 93
USSAN 1-69	United States Security Authority for NATO Affairs (U) (CONFIDENTIAL) (only if they possess NATO Information), 1982
NSTISSI No.7000	Tempest Countermeasures for Facilities, Nov 93

5-2. OPERATIONS SECURITY.

- a. Is there a designated operations security (OPSEC) officer? (ED 55-9, paragraph 10 (6c))
- b. Is there an established and documented OPSEC training program? (ED 55-9, paragraph 8d, paragraph 10 (6e))
- c. Have Essential Elements of Friendly Information (EEFI) been developed for the activity? (ED 55-9, paragraph 9c)
- d. Are periodic OPSEC evaluations/reviews conducted and documented? (ED 55-9, paragraph 10a (1)(c) and paragraph 10 (6)(c))

5-3. INFORMATION SECURITY PROGRAM.

- a. Has a security manager been appointed in writing and a copy provided to HQ USEUCOM ECSM? (DoD 5200.1R, Chapter 9, paragraph 9-300 and USEUCOM Supplement 1 to DoD 5200.1R)
- b. Does the security manager maintain a continuity book which contains, as a minimum, the following documents? (USEUCOM Supplement 1 to DoD 5200.1-R, paragraph 303)
 - (1) Appointment letters for personnel assigned as security managers and for other security related duties?
 - (2) Security Operating Procedures
 - (3) A copy of the "Emergency Procedures for Classified Material."
 - (4) Results of the last Information Security Inspection and/or Staff Assistance Visit.
 - (5) Any documents authorizing "open storage" of classified material.
 - (6) Other policy letters, documents, or instructions relating to security manager duties and responsibilities.
- c. Did the security manager receive training prior to assuming the position and is the training documented? (DoD 5200.1R, Chapter 9, paragraph 9-100) If not, was the security manager trained within six months of appointment? (USEUCOM Supplement 1 to DoD 5200.1R, Chapter 9, paragraph 9-100)
- d. Has a security education program that meets the requirements identified in DoD 5200.1R, Chapter 9 been established?
 - (1) Is indoctrination/initial training being conducted, and have SF 312 Non-Disclosure agreements been signed? (DoD 5200.1R, Chapter 9)
 - (2) Is recurring/refresher training being conducted at least annually? (USEUCOM Supplement 1 to DoD 5200.1R, Chapter 9, paragraph 9-400, 401 and ED 25-14, paragraph 4b(2))
 - (3) Are the following briefings and debriefings being conducted? (DoD 5200.1R, Chapter 9, paragraph 9-304, USEUCOM SUP 1, 9- 304(g))
 - (a) Foreign travel (prior to travel)
 - (b) NATO briefings (before access to NATO material or information is given). (USSAN 1-69, paragraph 33a)

(c) Are NATO ATOMAL annual rebriefings given to those with access? (USSAN 1-69, paragraph 53)

e. Has the SAO designated a Top Secret control officer (TSCO) and alternate, if required, (USEUCOM SOP 1 to DoD 5200.1R, appendix J) and are there designated personnel to approve reproduction of Top Secret, Secret and Confidential information? (USEUCOM Supplement 1 to DoD 5200.1R, Appendix J)

(1) Are Top Secret documents accounted for on USEUCOM Form 25-13, Top Secret Register? (USEUCOM Supplement 1 to DoD 5200.1R, Appendix J)

(2) Is AF Form 144, Top Secret Access record and Cover Sheet, attached to each Top Secret Document, and REMOVED ONLY when the material is destroyed, transferred to another TSCO, downgraded or declassified? (USEUCOM Supplement 1 to DoD 5200.1R, Appendix J)

f. Has a COSMIC/ATOMAL Control Officer and alternate been appointed in writing? (USSAN 1-69, paragraph 119)

(1) Is COSMIC Top Secret material being accounted for on USEUCOM Form 23-15, COSMIC Top Secret Register? (USEUCOM Supplement 1 to DoD 5200.1R, Appendix J and USEUCOM Supplement 1 to DoD 5200.1R, paragraph 6-102)

(2) Are NATO Secret and JCS Sightable material being accounted for on USEUCOM Form 23-15, NATO Secret Register? (USEUCOM Supplement 1 to DoD 5200.1R, Appendix J)

g. Safekeeping and Storage.

(1) Do vaults/containers bear externally an assigned identification number or symbol? (DoD 5200.1R, Chapter 6, paragraph 6-404)

(2) Is SF 702, Security Container Check Sheet, attached to each container, vault or secure storage room to record openings, closings and checks? (DoD 5200.1R, Chapter 6, paragraph 6-302)

(3) Is SF 700, Security Container Information, being utilized to record the date of the latest combination change, and does it list all personnel knowledgeable of the containers, vault or secure storage room combination? (DoD 5200.1R, Chapter 6, paragraph 6-404(b)(3))

(4) Are procedures established to prohibit the removal of classified material from an activity to do "homework" or for other reasons? If it is determined the material must be removed, is a GSA approved security container available to safeguard the material? (DoD 5200.1R, Chapter 6, paragraph 6-306)

(5) Has a system of security checks at the close of each working day been established to ensure that the area is secure, and is this check documented on SF 701, Activity Security Checklist? (DoD 5200.1R, Chapter 6, paragraph 6-302)

(6) Have emergency destruction and evacuation plans been developed and then tested at a minimum, semi-annually? (DoD 5200.1R, paragraph 6-303)

(7) Has the interior of each security container, vault or secure storage room been marked with a numeric 1, 2 or 3 to indicate the priority of its contents for destruction? (DoD 5200.1R, Chapter 6, paragraph 6-404)

(8) Has an entry and exit program been established to deter unauthorized removal and introduction of classified material? (DoD 5200.1R, Chapter 6, paragraph 6-302 & USEUCOM Supplement 1)

(9) Are NATO and Non-NATO documents that are maintained in the same approved security container separated by a file divider? (USSAN 1-69, paragraph 56.b)

h. Classification, Marking and Transmission.

(1) Has the SAO Chief been trained regarding Original Classification Authority? (DoD 5200.1R, Chapter 2, paragraph 2-202 Chapter 9, paragraph 9-301)

(2) Are documents properly marked to show classification of each portion, overall classification, "classified by" line, and "declassify on" line? (DoD 5200.1R, Chapter 5, paragraphs 5-102 & 5-200)

(3) Are electronically transmitted messages being marked with appropriate downgrading and declassification instructions? (DoD 5200.1R, Chapter 5, paragraph 5-304)

(4) Is classified information or material being properly transmitted? (DoD 5200.1R, Chapter 7)

(5) Do individuals who are authorized to hand-carry or escort classified material receive an appropriate briefing, and are they required to sign a statement acknowledging receipt of such briefing? (DoD 5200.1R, Chapter 7, Section 3)

(6) Has classified information furnished by a foreign government or international organization been assigned a US classification which ensures equivalent protection? (DoD 5200.1R, Chapter 5, Section 7)

i. Reproduction, Disposal and Destruction. (DoD 5200.1R, Chapter 6, Sections 5 & 7)

(1) Is the SAO properly destroying classified material? (DoD 5200.1R, paragraphs 6-700(b) and EUCOM Supplement 1)

(2) Is there a downgrading and elimination program of unnecessary classified documents? Is the reduction being performed at a minimum quarterly? (USEUCOM Supplement 1 to DoD 5200.1R, paragraph 6-700(b))

(3) Are records of destruction for Top Secret material being properly prepared and maintained for five years? Are they signed by two cleared personnel? (AR 25-400-2, paragraph 380-5aa, and USEUCOM Supplement 1 to DoD 5200.1R, Appendix J)

(4) Are records of destruction for NATO Secret material being properly prepared on EUCOM Form 23-15 and maintained for two years? (USSAN 1-69 and Supplement 1 to DoD 5200.1R, Appendix J)

(5) Does the SAO NATO Control Point advise the Embassy NATO Subregister of receipt, reproduction and final disposition of NATO Secret documents? (USSAN 1-69, paragraph 117)

(6) Has specific reproduction equipment been designated for the reproduction of classified information, and have reproduction rules been posted on or near the designated equipment? Is the equipment located in a non-public access area? (DoD 5200.1R, Chapter 6, paragraph 6-502(d))

(7) Are notices prohibiting reproduction of classified information posted on equipment used only for the reproduction of unclassified information? (DoD 5200.1R, Chapter 6, paragraph 6-502(d))

5-4. PERSONNEL SECURITY.

- a. Once notified by ECJ2-SSO, is the activity submitting timely investigative forms for individuals requiring a Personnel Security Investigation for access to classified information? (ED 25-14, paragraph 4b(3))
- b. Does the activity maintain files of notifications of personnel security clearances? (ED 25-14, paragraph 4b(5))
- c. Are requests for personnel security clearance actions submitted to HQ USEUCOM ECJ2-SSO on USEUCOM Form 28R, Request for Security Clearance/Access, or in message format that contains the same information as the USEUCOM Form 28R? (ED 25-14, paragraph 4b(1))
- d. Are personnel granted a security clearance not permitted to have access to classified information until they have received an initial security briefing and have signed SF 312, Classified Information Nondisclosure Agreement? (DoD 5200.1R, Chapter 9, paragraph 9-200)
- e. Do all personnel possess the appropriate security clearance for the classified information they are accessing? (DoD 5200.1R, Chapter 1, paragraph 1-101(e))

5-5. PHYSICAL SECURITY/ANTITERRORISM.

- a. Has a point of contact been designated to manage the physical security and antiterrorist program? (USEUCOM Supplement 1 to DoD 5200.8-R, paragraph 4b and ED 25-1) Is this individual adhering to his/her responsibilities as required by DoD 5200.8-R, Chapter 2, paragraph B, as well as the added provisions set forth in USEUCOM Supplement 1 to DoD 5200.8-R?
- b. Has liaison and coordination been established with the American Embassy Regional Security Officer (RSO), assigned US Military Intelligence assets, local civilian police, and Federal agencies where appropriate, to accomplish a rapid exchange of terrorist threat information and a development of antiterrorist protective measures? (DoD 2000.12)
- c. Has the SAO notified applicable agencies by message within 48 hours of the existence or change in status of significant hostilities or terrorist acts, or a series of such acts that may endanger American lives or property? (SMM, Chapter 3, Section 300, paragraph 3002, c11i)
- d. Is the Embassy Emergency Action Plan (EAP) current and does it include coordinated and integrated emergency action procedures for the SAO, nearby military installations, and the host security forces? (DoD 2000.12)
- e. Have physical security requirements been identified for office/work areas, family residences, vehicles, parking locations, and other sites frequented by activity personnel? (DoD 2000.12)
- f. Has the SAO published an SOP in support of the embassy EAP? Were antiterrorist principles such as avoiding routines, varying patterns, alternating routes of travel, domicile-to-duty authorizations, and dispersed billeting/ activities considered? Does the SOP include information on:
 - (1) Travel policy.
 - (2) Bomb threat procedures.
 - (3) Fire procedures.

- (4) Kidnapping.
- (5) Hostage situations.
- (6) Assassination attempts.
- (7) Evacuation.
- (8) Suspicious package receipt.
- (9) Testing of the plan.

g. Are assigned personnel, to include family members, aware of locally established antiterrorist, emergency and evacuation procedures? (DoD 2000.12)

h. Is training being conducted and documented for all US and local national unit personnel and family members? (DoD 2000.12)

i. Has guidance for implementation of the THREATCON system been published and implemented? (ED 25-13, paragraph 5b(2) and DoD 2000.12 paragraph 8e)

j. Do local national employees receive background security checks and updates as required by DoD 2000.12?

k. Are visiting personnel advised of local antiterrorist awareness programs? (DoD 2000.12, paragraph 6d)

l. Is the most recent security/antiterrorist assistance visit/IG inspection report on file? (DoD 2000.12)

m. Special Security Equipment.

(1) Has any special security equipment (e.g. body armor, firearms, portable radios, alarm systems, duress devices, and armored vehicles) been requested or made available to enhance security of personnel or facilities? (DoD 2000.12)

(2) Is equipment on hand fully utilized? (If not, should it be turned in for use elsewhere)? (DoD 2000.12)

5-6. AUTOMATED INFORMATION SYSTEMS (AIS) SECURITY. (DoD 5200.28, DoD 5200.1-R and ED 25-5)

a. Does the site have an Information Systems Security Officer (ISSO) appointed in writing by the Commander/Office Chief?

(1) Has the ISSO received appropriate computer and network security training prior to appointment, and is the training documented? If not, was the ISSO trained within six months of appointment?

b. Does the site have a Standard Operating Procedure (SOP) for security administration of computer systems? Does it include information on

- (1) Special handling requirements for computer equipment and media?
 - (2) Declassification, destruction or reuse policies and procedures for computer equipment and media?
 - (3) Prohibition of personal electronic or computer equipment use on classified systems (i.e., personal digital assistants or computer pocket organizers)?
 - (4) Discussions of problems of using computer media in systems of varying classification levels and procedures to prevent data compromise?
- c. Has a physical risk evaluation/assessment been conducted IAW DoD 5200.28? (Required for classified processing only). In addition, has a risk assessment been conducted on command related unclassified information published by the command or applicable HQ organization via World Wide Web (or Internet) pages in relation to terrorist use? (i.e., are command maps, personnel listings or other FOUO information freely available to potential adversaries?)
 - d. Has a TEMPEST evaluation been conducted by the Command Tempest Technical Authority (CTTA), or State Department/Embassy equivalent, IAW NSTISSI No. 7000, for AIS that electronically process classified material?
 - e. Has a security training and awareness program been originated to ensure all personnel with access to classified processing systems know operational and security related procedures and the risk associated with that operation?
 - (1) Is this training required prior to accessing command classified and sensitive computer systems?
 - (2) Is recurring/refreshers training being conducted at least annually?
 - (3) Are security reminders and procedures readily available to users when needed for reference?
 - f. Have physical and network controls been established to prevent unauthorized disclosure, destruction or modification of classified and sensitive unclassified information? Is there a process for evaluating all information posted to Internet homepages? Are diskettes controlled in a way to avoid inadvertent compromise of sensitive information?
 - g. Are periodic audits and verifications conducted by the ISSO to ensure potential for compromise of classified material is reduced to an acceptable minimum? Is the ISSO trained in network auditing, intrusion reaction, intrusion reporting or network security?
 - h. Do users of systems know proper procedures for reporting suspected violations or security compromise to data residing on computer systems?
 - (1) Is command aware of and complying with current reporting policy which states, "TO ENSURE HQ USEUCOM IS KEPT INFORMED OF ALL IW-D SECURITY INCIDENTS, ALL COMPONENTS/ACTIVITIES IN EUROM WILL ALSO REPORT INCIDENTS TO THE DISA-EUROPE REGIONAL OPERATIONAL AND SECURITY CENTER (ROSC) WHEN REPORTING TO THEIR SERVICE OR ORGANIZATION INFORMATION WARFARE CENTERS. THE ROSC WILL CONSOLIDATE ALL THEATER INCIDENTS, PROVIDE A THEATER-WIDE REPORT TO HQ USEUCOM AND COMPONENT COMMAND HQS. THIS NEW REPORTING PROCESS WILL IMPROVE THE TIMELINESS AND CORRELATION OF IW-D INCIDENTS/INTRUSIONS THROUGHOUT USEUCOM AND TO THE DISA GLOBAL OPERATIONS AND SECURITY CENTER (GOSC)."

i. Are all classified computer networks and stand alone systems accredited at the appropriate level and mode of operation by the Command Designated Approving Authority (DAA) or Department of State/Embassy equivalent? Are networked computers evaluated on a regular basis for unauthorized accesses from other users on that network? Are audit logs running on unclassified and classified networked systems?

j. Are all work areas approved for processing of classified information inspected, at least annually, to ensure compliance?

k. Do all personnel who have unescorted access to computers that process classified information have a US security clearance to the level of information that is processed on that system?

l. Are all contractors that perform maintenance on computers that process classified information cleared to that level of information? If not, are procedures in place to sanitize systems prior to maintenance work by uncleared personnel?

m. Is all classified information produced on computer systems stored IAW DoD 5200.1-R?

n. Are the network hardware, software and media protected against physical theft or tampering?

(1) Are procedures in place to reduce potential for virus infection by scanning all incoming media prior to use on the network or stand alone system?

(2) Are procedures in place to prohibit the use of unauthorized software?

(3) Do these procedures include prohibitions on use of personal software, Internet downloads, bootleg software or other software not purchased by the command through authorized sources?

o. Is a contingency plan in place providing continuity of operations under varying conditions?

(1) Has consideration been given to operation of vital computer systems if local power supply is interrupted?

(2) Does the command have emergency destruction procedures for all computer hardware and media which stores classified or sensitive data?

(3) Have those procedures been evaluated to ensure ability to complete destruction of computerized data on specialized media?

p. Is classified media marked to accurately reflect the sensitivity of material? Are all command computer hardware and media items marked with appropriate labels?

SECTION VI

Manpower, Personnel and Administration (OCR: ECJ1)

6-1. PUBLICATIONS. Are the following publications available and current, either electronically via the Internet, on CD-ROM or on paper, and are personnel familiar with them? All publications are required except those followed by a conditional statement. Are applicable Standing Operating Procedures (SOP) and letters of appointment current? Are adequate procedures institutionalized to rapidly orient and introduce newly assigned personnel to their duties, particularly if there is no overlap with an individual's predecessor?

a. DoD

DoD 5025.1-I	DoD Directives System Annual Index, 30 May 97
DoD 4525.6-M, Vol II	DoD Postal Manual, 5 May 80
DoD 4525.8-M	DoD Official Mail Manual, 5 May 80
DoD 5400.7-R	DoD Freedom of Information Act Program, 13 May 88
DoD 5400.11-R	DoD Privacy Program, 9 Jun 82

b. Service (Army)

EM 0001	Army Electronic Library (CD-ROM)
AR 25-30	The Army Integrated Publishing and Printing Program, 28 Feb 89
AR 25-50	Preparing and Managing Correspondence, 21 Nov 89
AR 25-51	Official Mail & Distribution Management, 30 Nov 92
AR 25-400-2	The Modern Army Record Keeping System, 26 Feb 93
AR 340-21	The Army Privacy Program, 5 Jul 85
AR 350-41	Training in Units, 19 Mar 93
AR 600-8-8	The Total Army Sponsorship Program, 1 Jul 93
AR 600-8-10	Leave and Passes, 1 Jul 94 (For activities with Army personnel)
AR 600-8-14	Identification cards, Tags, & Badges, 15 Jul 92 (For activities issuing ID Cards)
AR 600-9	US Army Physical Fitness and Weight Management Program, 1 Sep 86 (Only for units with Army personnel)
AR 623-105	Officer Evaluation Reporting System, 1 Oct 97 (For activities with Army Officers)

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| AR 623-205 | Enlisted Evaluation Reporting System, 31 Jan 92 (For activities with Army Enlisted) |
| AR 672-20 | Incentive Awards, 1 Jul 93 |
| AR 690-400,
Chapter 4302 | Total Army Performance Evaluation System, 22 May 93
(Only for activities with DA Civilians) |
| DA Pamphlet 25-30 | Consolidated Index of Army Publications and Blank Forms
(On EM 0001 CD-ROM) |
| DA Pamphlet 25-51 | The Army Privacy Program - System Notices and
Exemption Rules, 21 Sep 88 |
| DA Pamphlet 310-13 Posting and Filing Publications | |
- c. Service (Navy)
- | | |
|----------------------|--|
| BUPERS | Publications and Directives (CD-ROM) (For activities with US Navy) |
| BUPERINST
1610.10 | Navy Performance Evaluation and Counseling System (For activities with Navy personnel), 2 Aug 95 |
| MCO P 1050.3G | Regulations for Leave, Liberty and Administrative Absences (For activities with US Marines), 14 Apr 87 |
| MCO P 1610.7D | Personnel Evaluation System (For activities with US Marines), 3 Mar 95 |
| MCO 6100.3J | Marine Corps Physical Fitness. (For activities with US Marines), 28 Feb 88 |
| MCO 6100.10B | Weight Control and Military Appearance, (For activities with US Marines), 26 Mar 93 |
| NAVPUBINST 5215.1D | Consolidated Subject Index (For activities requiring Navy Pubs) |
| OPNAVINST 6110.1d | Navy Physical Readiness Program (For activities with Navy personnel), 18 Jan 90 |
| SECNAVINST 7220.81 | Navy Leave Authorization and Reporting Procedures (For activities with Navy personnel)
21 Jun 83 |
- d. Service (Air Force)
- | | |
|-------|---|
| AFEPL | Air Force Electronic Publishing Library (CD-ROM)
(For activities requiring Air Force publications) |
| AFI 2 | Numerical Index of Standard and Recurring Air Force Publications (For activities requiring Air |

Force Pubs), 3 Feb 98

AFI 9 Numerical Index of Departmental Forms (For activities with Air Force forms), 1 Jan 98

AFR 36-2402 Officer Evaluation System (For activities with Air Force Officers), 1 Jul 96

AFI 36-2403 The Enlisted Evaluation System (For activities with Air Force Enlisted), 15 Jul 94

AFI 36-3003 Military Leave Program (For activities with Air Force personnel)

AFI 40-501 The Air Force Fitness Program, 1 Feb 96 (For activities with Air Force personnel)

AFI 40-502 The Weight Management Program, 7 Nov 94 (For activities with Air Force personnel)

AFPD 40-5 Fitness and Weight Management, 1 Dec 97 (For activities with Air Force personnel)

e. HQ USEUCOM

ED 5-1 Preparing, Distributing and Reviewing HQ USEUCOM Publications, 23 Jan 95

ED 10-1 Official Mail, 15 May 95

ED 10-4 Intra-Theater Delivery Service, 8 Dec 92

ED 30-5 Administrative Grievance Procedures, 6 May 97

ED 30-15 Awards and Decorations, 23 Oct 96

ED 30-30 Civilian Performance Management and Awards

EP 5-1 Index to USEUCOM Publications, Policy Memorandums and Forms, 15 Sep 97

SM 5-14 Records Management, 22 Jan 97

SM 51-1 Manpower Control

SAO JMP Joint Manpower Program for Security Assistance Organizations (the SAO should have the current JCS approved JMP)

f. United States Army Europe (USAREUR)

USAREUR Reg 25-1M Military Publications Consolidated Index of USAREUR Numbered Publications and Blank Forms (For activities in the USAREUR AOR, or

those requiring USAREUR publications and forms)

USAREUR Reg 600-700	Identification Cards and Individual Logistics Support
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USAREUR Reg 600-702	Ration Policy, 28Nov97 (For activities requiring USAREUR Ration Cards)
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6-2. PUBLICATIONS MANAGEMENT. (ED 5-1, paragraph 7 c&d, and DA Pamphlet 310-13)

- a. Has a publications library been established? Are all required publications available electronically via the Internet or CD-ROM, in paper copy or a combination of all three? (ED 5-1, paragraph 7d(2))
- b. Have the publications account monitor and alternate been designated in writing with a copy sent to ECJ1-AAP and applicable publication centers? (ED 5-1, paragraph 7d(1))
- c. Does the library contain current indexes of USEUCOM and service department publications and forms?
- d. If publications are missing or not current, are steps being taken to ensure they are ordered and obtained in a timely manner?
- e. Is a copy of the latest publications requirement extract from ECJ1-AAP on file? Were changes made and forwarded to ECJ1-AAP? (ED 5-1, paragraph 7c(2))
- f. Are the results of the validation along with requests for changes, additions, or deletions sent to ECJ1-AAP or the appropriate service department? (ED 5-1, paragraph 7d(3))
- g. Are changes and supplements marked and promptly posted to the basic publication?
- h. Are publication binders clearly marked?
- i. Are cross-reference sheets or other medium used when publications are maintained outside the publications library?
- j. Does the numbering system for organizational publications (including SOPs) conform to Army subject series?
- k. Are organizational publications reviewed at regular intervals to ensure the guidance is current and essential?

6-3. CORRESPONDENCE MANAGEMENT. (AR 25-50)

- a. Are informal memorandums prepared on plain bond paper? (AR 25-50, Chapter 2, Section 1, paragraph 2-3b(2))
- b. Are MARKS file numbers placed in parentheses two spaces after the office or reference symbol on memorandums when originated? (AR 25-50, Chapter 2, Section 1, paragraph 2-4a(2))
- c. Do memorandum and letter formats comply with those illustrated in AR 25-50? (AR 25-50, Figures 2-1 thru 2-25 and Figures 4-1 thru 4-6)

- d. Is the suspense date on memorandums located two lines above the date and preceded by an S:? (AR 25-50, Chapter 2, Section 1, paragraph 2-4a(4)(a))
- e. Is an MFR or OF 271 (Conversation of Record) being utilized to record data of conversations when necessary? (AR 25-50, paragraph 1-7a)
- f. Does the SAO provide document translation service to the host nation? Has the SAO clearly conveyed that the responsibility for translation of documents rests with the user of recipient country? (SAMM Chapter 6, Section 600, paragraph 60007)
- g. For authorized informal translation, are they clearly marked "Informal & Unofficial Translation--English Text Governs?" (SAMM, Chapter 6, Section 600, paragraph 60007a)

6-4. RECORDS MANAGEMENT. (AR 25-400-2 and SM 5-14)

- a. Has the unit chief designated a records management coordinator (RMC) for the unit? (SM 5-14, paragraph 7d)
- b. Does the RMC perform annual records management surveys of the offices of record and are the surveys filed under FN 25-1g? (SM 5-14, paragraph 8d(2))
- c. Are the surveys documented and does the RMC provide recommended corrective actions to deficiencies? (SM 5-14, paragraph 8d(1))
- d. Does the RMC follow-up to ensure corrective action has been taken on deficiencies noted on annual surveys? (SM 5-14, paragraph 8d(1))
- e. Are file lists kept current by making changes as files are added or deleted? (SM 5-14, paragraph 9d(4))
- f. Do file lists contain the MARKS number for each record series maintained in the office, description, the PA System Notice from DA Pamphlet 25-51, and media identification under that number? (SM 5-14, paragraph 9d(3)(a) thru (e))
- g. Is training conducted with EUCCOM interactive video and/or workbook course within 60 days of arrival for administrative support personnel? (SM 5-14, paragraph 8c)
- h. Do file folder labels contain the file number, file title, disposition instructions, and where appropriate, the year of accumulation? (SM 5-14, paragraph 9g(2))
- i. Are disposition standards in AR 25-400-2, Table 3-1, used to determine and apply the exact cutoff, transfer, retirement, and disposition dates, that is, are fiscal year files cutoff 30 Sep and are calendar year files cutoff 31 Dec? (AR 25-400-2, Table 3-1 and SM 5-14, paragraph 9h(1))
- j. Are letters, other categories of documents, and documents received from offices without MARKS file numbers annotated with the MARKS file number on the right hand margin at the time of filing? (SM 5-14, paragraph 9i(3)(b and c))
- k. Do file drawer labels accurately reflect the drawer contents? (AR 25-400-2)
- l. Are record series with annual accumulation periods (calendar or fiscal year) removed from the active file at cutoff and placed in the inactive file; and, are lead and/or "dummy" folders transferred to the inactive file with the records?

- m. Are records series in the inactive file destroyed promptly when the disposition expires?
- n. Overall, does the organization originate, maintain, transfer, and destroy information IAW AR 25-400-2, The Modern Army Record Keeping System (MARKS)? (AR 25-400-2 and SM 5-14)

6-5. COPIER MANAGEMENT. (AR 25-30)

- a. Has the unit obtained administrative approval for self-service copiers in the organization? Is approval on file?
- b. Are requests for new or upgraded self-service copier equipment submitted to ECJ1-AV with complete justification?
- c. Does the unit have a point of contact for self-service copiers in the organization?
- d. Has the unit established procedures for collecting copier usage statistics on owned and leased self-service copiers?
- e. Has the unit developed procedures to limit the amount and type of materials that may be copied?

6-6. OFFICIAL MAIL AND DISTRIBUTION MANAGEMENT PROGRAM (OMDMP). (DoD 4525.6M, Vol II, DoD 4525.8M, AR 25-51 & ED 10-1)

- a. Is an individual appointed OMM (Official Mail Manager) responsibilities in writing and is the individual an officer, E-7 or above, or GS-7 or higher? If not, is waiver on hand? (ED 10-1, paragraph 7b)
- b. Are unit mail personnel properly designated and in possession of a completed DD Form 285? Is a copy on file at the unit?
- c. Are DD Forms 285 of former mail clerks or mail orderlies revoked, voided, and filed?
- d. Have mail clerks and orderlies received required postal training?
- e. Are unauthorized personnel denied access to unit mail rooms (UMRs)?
- f. Are duplicate keys and combinations to the UMR maintained and secured properly?
- g. Are receipts obtained and filed for official accountable mail?
- h. Are current copies of DoD 4525.6M Vol II, DoD 4525.8M, AR 25-51, and ED 10-1 on-hand?
- i. Is official mail being dispatched at the lowest possible cost? (ED 10-1, paragraph 8)
- j. Is express mail used only when it is the most cost effective way to accomplish a mission within time, security and accountability constraints? (ED 10-1, paragraph 10)
- k. Are postage stamps ordered and secured? (ED 10-1, paragraph 13a(1))
- l. Are semiannual inventories of postage stamps conducted, documented, and filed under MARKS file number 600-8-3dd? (ED 10-1, paragraph 13a&b)

m. Are official mail postage stamps logged and used exclusively for official mail? (ED 10-1, paragraph 13a(3))

6-7. RATION POLICY. (USAREUR Reg 600-702) (Only for those units that issue ration cards)

a. Is the ration card program managed by US military personnel in the grade of E5 or above, or US civilians GS-5 or equivalent, and above? (USAEUR Reg 600-702, Section 2, paragraph 6a(1))

b. Is AE Form 600-702D used to record the issue, turn-in, and loss of ration cards? (USAEUR Reg 600-702, Section 2, paragraph 6c(1))

c. Are three-combination safes or other approved security containers used for storage of ration cards? (USAEUR Reg 600-702, Section 2, paragraph 6e(3))

d. Has the unit established a self-inspection program in compliance with USAREUR Reg 600-702? (USAEUR Reg 600-702, Section 2, paragraph 6e(3))

(1) Are turned-in ration cards destroyed after turn-in at least monthly by the issuing official? (USAEUR Reg 600-702, Section 2, paragraph 6e(4))

(2) Does the unit file a copy of the sponsor's loss report with the AE 600-702D when a ration card is lost or stolen? (USAEUR Reg 600-702, Section 2, paragraph 10a(2)(c))

e. Are ration card issuing officials using AE Form 600-702E-R to conduct quarterly inventories of unissued ration cards? (USAEUR Reg 600-702, Section 2, paragraph 6c(2))

f. Are the ration cards returned to the issuing official when individuals are reassigned out of the USEUCOM area and annotated on AE Form 600-702D? (USAEUR Reg 600-702, Section 2, paragraph 9a)

g. Are stocks of blank ration cards maintained at a reasonable level?

h. Is the supplemental CTS (Coffee, Tea and Solubles) portion of the AE Form 600-702A being removed prior to issue to unmarried or unaccompanied personnel? Additionally, is the supplemental CTS portion being removed from all rations cards issued to all family members in a household except for one? (USAREUR Reg 600-702, Section 2, paragraph 7h(1)&(2))

6-8. AWARDS AND DECORATIONS. (ED 30-15)

a. Are award recommendations submitted in accordance with the time lines in ED 30-15, paragraph 7b(1) thru (5))?

b. Are impact awards being submitted for significant achievements and not just as part of a person's job? (ED 30-15, paragraph 6e)

c. Are unit personnel aware that no preconditions can be set for military awards, i.e. decisions of what award will be given based on what a previous individual in that billet received? (ED 30-15, paragraph 7d)

d. Service Members performing as part of a unit whose mission is service specific (i.e., MTTs) are not authorized defense decorations. (ED 30-15, paragraph 7n)

e. Do decorations submitted outside of the required time frames, as referenced in ED 30-15, include a letter of lateness from the recommending official explaining the circumstances of lateness? (ED 30-15, paragraph 15)

f. Do award submissions for foreign nationals include submission letter, narrative, citation, biography (to include date and place of birth) and ambassador and DAO concurrence? (ED 30-15, paragraph 22)

g. Has the commander or his or her representative personally approved or disapproved every award recommendation?

h. Are copies of approved JSCM/JSAM award certificates, citations, and orders approved locally forwarded to ECJ1-AAD? (ED 50-15, paragraph 12)

6-9. PHYSICAL FITNESS PROGRAMS. (AFI 40-051, AR 350-41, OPNAVINST 6110.1e, MCO 6100.3J)

a. Is an organizational physical fitness monitor appointed in writing?

b. Are service members meeting minimum physical fitness standards as established by prescribing directives?

c. Are appropriate physical fitness forms maintained on each service member and are they correctly/completely filled-in?

d. Are service members without profiles who fail to meet minimum physical testing standards and who display no progress considered for the appropriate administrative action?

e. Are appropriate records maintained for those service members with profiles?

f. (ARMY ONLY) Is the Army badge for physical fitness excellence awarded as appropriate?

g. (AIR FORCE ONLY) Do those geographically separated units (GSUs) who have waivers for cycle ergometer physical fitness maintain copies of the waiver? (AFI 40-501, paragraph 1.4.1)

h. (AIR FORCE ONLY) If waived, are members documenting aerobic fitness conditioning of AF Form 1975? (AFI 40-501, paragraph 1.4.2)

6-10. WEIGHT MANAGEMENT PROGRAMS. (AR 600-9, AFI 40-502, OPNAVINST 6110-1e, and MCO 6100.3J)

a. Do personnel taking measurements have a thorough knowledge of the measurement techniques?

b. Is proper equipment available and used for weigh-in and body fat measurement?

c. Are service members weighed/body fat measurements taken within timeframes outlined by prescribing directives? Army=semiannually, Air Force=annually.

d. Are service members who exceed the weight or body fat standards placed in a weight management program?

e. Are service members who exceed standards counseled by qualified health care personnel about nutrition and exercise?

f. Is appropriate action taken on service members who fail to make satisfactory progress on the weight control program?

6-11. SPONSORSHIP PROGRAM. (AR 600-8-8)

a. Has an individual been appointed to coordinate and manage the sponsorship program? (AR 600-8-8, paragraph 1.4g(1))

b. Are welcome letters sent from the commander or chief of the organization and the sponsor? (AR 600-8-8, paragraph 2.1.b)

c. Are information packets sent to all incoming personnel and are orientation materials and handouts adequate?

d. Is assistance in solving or handling problems or concerns provided to the newcomer during relocation?

e. Are sponsors assigned to all personnel?

f. Has personal contact been made with all incoming personnel?

g. Has temporary lodging and local transportation during the transition period been arranged for newcomers?

h. Does the sponsor acquaint incoming personnel and family members with unit members and locale?

i. Has the SAO included a copy of the job description with the SAO Chief's welcoming letter to individual selected for the position? (DoD 2055.3, paragraph E5b)

j. Are DA Form 7272 (Sponsorship Program Survey) being utilized to monitor the program? (AR 600-8-8, paragraph 1.4g(3))

6-12. PRIVACY ACT PROGRAM. (DoD 5400.11-R & ED 5-4))

a. Are personnel familiar with conditions under which a disclosure of personal information may be made without written consent of the individual concerned?

b. Do all rosters/lists with privacy act information contain the privacy act statement?

c. Are records that contain Privacy Act information properly stored and safeguarded?

d. Are Privacy Act Systems notice numbers on the lead file cabinet for records which are personal in nature and retrievable by name, SSN, or some other personal identifier?

f. Is a copy of the DoD and USEUCOM guidance governing the Privacy Act Program on hand for reference?

6-13. MILITARY LEAVE PROGRAM. (AFI 36-3003, AR 600-8-10, SECNAVINST 7220-81, MCO P 1050.3)

- a. Is accrued leave monitored to preclude the loss of earned leave annually?
- b. Does the unit have an SOP or directive addressing leave, emergency leave and passes?
- c. Is advance leave limited to situations to resolve emergency and urgent personal and morale problems or to take in conjunction with accession moves?
- d. Are emergency leave requests approved based on service guidelines?
- e. Is permissive TDY authorized only for semi-official activities provided under prescribing directives?
- f. Is a leave control log used to record leave transactions and are they annotated according to their prescribing directives?
- g. Is posting of the leave control log timely?

6-14. PERFORMANCE REPORTING. (AR 623-105, AR 623-205, NAVMILPERSOCOMINST 1611.1, BUPERINST 1616.9A, AFR 36-10, AFI 36-2403, MCO P 1610.7) (Only regulations applicable to assigned personnel are required).

- a. Is the commander or designated representative approving rating schemes?
- b. Are consolidated unit rating schemes published and distributed?
- c. Are suspense dates established for rating officials' evaluations?
- d. Are all completed evaluations dispatched by established mailing date?

6-15. MANPOWER AND ORGANIZATION. (JCS Approved Joint Manpower Program (JMP))

- a. Is it clearly understood that the unit mission is as stated in Part I, Organization, of the current JMP?
- b. Is the unit workload clearly focused on functions to be performed as stated in Part I of the current JMP?
- c. Is the unit's operational organizational structure approved in Part II of the Joint Table of Distribution of the JMP? If not, is an approved organizational restructuring request, as required by HQ USEUCOM Staff Memorandum (Referenced on the first page of the current JCS approved JMP), on hand?
- d. Do the qualifications of the incumbent in each billet match the requirements for the paragraph/line in the JMP, and does the incumbent possess the experience, training, and other requirements identified in the remarks section for the billet? If not, have corrections of any discrepancies between the incumbent's qualifications and paragraph/line requirements been submitted, and justified, to the ECJ4 for approval, e.g., as proposed changes to a paragraph/line in the JMP, as changes to be included in the next personnel requisition, as proposed organizational changes, or as proposed changes to the future service mix in the unit?

- e. Are there the right number of billets in the unit to accomplish the assigned mission?
- f. When personnel are required to be dedicated to armament cooperation, are such personnel funded from other than SA sources? Are these personnel under the supervision and oversight of the SAO Chief? (SAMM, Section 300, paragraph 3002, C11d(2))
- g. Are the functions of the SAO primarily related to SA management? If primarily related to training, is the slot funded by the host nations? If primarily related to non-SA functions, are they funded by other appropriations? (SAMM Section 300, paragraph 3002, C11e(1))
- h. Do SA personnel spend at least 50 percent of the time performing SA functions? If not, have actions been taken to transfer to or be carried by an alternately funded position? (AR 1-75, Chapter 2, paragraph 2.2a and SAMM Section 300, paragraph 3002, C11e(2))
- i. Does the SAO submit the Quality Manpower Report (RCS: DSAA (Q) 1218) based on the actual "on board" strength as of the end of the month? (SAMM, Chapter 13, Section 1302, paragraph 130202, C2(c) and Table 1302-1)
- j. Are proposed changes (as needed) to the JMP forwarded by the SAO to EUCOM to ensure that the SAO is organized and staffed properly? If proposed changes have been submitted, did the proposal have the Chief of Mission concurrence or comments? (DoD 2055.3, paragraph E5a)
- k. Does the SAO permanently employ personnel in excess of the manpower authorization? Have manpower authorization in excess of needs been immediately identified to EUCOM? Have requests for temporary overhires of civilian personnel (not to exceed six months) been processed and approved by EUCOM? (AR 1-75, Chapter 2, 2.5a)
- l. Has the SAO submitted detailed job descriptions to EUCOM, the furnishing military service, and DISAM for SAO positions being filled? (DoD 2055.3, paragraph E5b)

6-16. CIVILIAN PERSONNEL. (AR 672-20, AR 690-400, Chapter 4302, and ED 30-30)

- a. Performance evaluation.
 - (1) Has a written performance plan been established for each employee?
 - (2) Are performance evaluations completed and submitted to ECJ4 for forwarding to ECJ1-C no later than 45 days after the end of the performance rating period?
 - (3) Have all employees due ratings during the last fiscal year received them?
- b. Position management.
 - (1) Are civilian positions reviewed annually as to need, proper grade or pay level, and description of duties?
 - (2) What is the ratio of supervisory to nonsupervisory personnel?
- c. Incentive Awards.
 - (1) Are award nominations submitted within normal time frames?
 - (2) Are monetary award recommendations consistent with the contribution being recognized?

(3) How many awards have been given this fiscal year, by type of award and grade distribution?

(4) What total percentage of payroll is spent on monetary awards?

d. Training.

(1) Does the organization have a method to identify and accomplish needed training?

(2) How many employees have received training this fiscal year? Last fiscal year?

e. Grievances and complaints.

(1) Are employees and managers aware of the procedures for handling grievances and complaints when informal efforts to resolve them have been unsuccessful? (ED 30-5, paragraph 6f(1) thru (6))

(2) How many complaints have been filed during the current fiscal year? The prior fiscal year?

f. Is there a point of contact for civilian personnel matters?

g. Does the unit have internal SOPs?

h. How is information provided on matters of employment interest to civilians?

6-17. MILITARY IDENTIFICATION CARDS. (AR 600-8-14, USAREUR Reg 600-700) (Only for those units that issue Military IDs)

a. Are issuing authorities designated in writing and are they in pay grades E4/GS4 and above?

b. Are verifying and approving authorities designated in writing and are they in pay grades E5/GS5 and above?

c. Is DD Form 1173 completed per instructions provided in fig 6-1, AR 600-8-14?

d. Are proper effective and expiration date reflected on DD Form 1173 as outlined in AR 600-8-14 appendix C?

e. Is documentation being verified to establish eligibility for military identification cards as outlined in AR 600-8-14 appendix D?

f. Are applications for DD Form 1172 filled out in compliance with AR 600-8-14 Appendix I?

g. Are foreign personnel only issued DD Form 1173 in accordance with AR 600-8-14, paragraph 6-15?

h. Are DD 1172 and ID Card Register maintained on file for the proper retention period as outlined in AR 25-400-2?

SECTION VII

LEGAL (OCR: ECLA)

7-1. PUBLICATIONS. Are the following publications available, current, and personnel familiar with them? All publications are required unless followed by conditional statement.

a. DoD

DoD 5100.64	DoD Foreign Tax Relief Program (Required if SAO is the Designated Military Commander for the Foreign Tax Relief Program), 12 Jun 79
DoD 5500.7R	Joint Ethics Regulation (JER), 30 Aug 93
DoD 5515.8R	Single-Service Assignment of Responsibility for Processing of Claims, 9 Jun 90
DoD 5525.1R	Status of Forces Policies and Information, 7 Aug 79
DoD 5530.3R	International Agreements, 11 Jun 87

b. Service

AR 27-3	The Army Legal Assistance Program, 10 Sep 95
AR 27-40	Litigation, 19 Sep 94
AR 27-50	Status of Forces, Policies, Procedures, and Information, 15 Dec 89

c. HQ USEUCOM

ED 5-13	International Agreements, Authority, and Responsibilities (including USEUCOM International Agreements Index), 27 Jan 94
ED 45-4	Administration of Military Justice, 8 Jan 97
ED 45-6	Claims Procedures for Security Assistance Organizations (SAO), 1 Nov 94
ED 45-8	Foreign Tax Relief Program, 2 Feb 94
ED 56-9	Procedures for the US Defense Representative, 25 Jun 96

7-2 LEGAL DOCUMENTS. Where applicable, are appointment letters as Country Representative for Foreign Criminal Jurisdiction, Designated Military Commander for the Foreign Tax Relief Program, and Single Service Claims Authority maintained?

7-3. LEGAL ADVICE.

- a. Does the legal adviser understand the mission of the SAO and has he/she taken the opportunity to visit units and activities throughout the host country/area of responsibility?
- b. Does a file of legal opinions exist? Are opinions well reasoned? Was advice followed and if not, why not?
- c. Is there an established suspense system and are opinions rendered in a timely fashion?
- d. Is administrative support appropriate for the tasks performed? Are current job descriptions maintained for all staff personnel?
- e. Is a foreign attorney assigned to the SAO? What legal issues are handled by this attorney? Are his/her legal opinions well reasoned? Was his/her advice followed, and if not, why not?
- f. Where a foreign attorney is not assigned, are there adequate procedures to obtain services of foreign legal counsel?
- g. Are legal issues properly coordinated and promptly reported to ECLA?

7-4. LEGAL ASSISTANCE.

- a. Do activity personnel have adequate access to personal legal advice/assistance either locally or through the closest US military legal assistance office? (AR 27-3, paragraph 2-3b)
- b. Is a list of local English language speaking attorneys who may be consulted on personal legal matters available?
- c. If a legal adviser is assigned:
 - (1) Is there an active legal assistance program, to include powers of attorney, will preparation and execution, notary service, and tax assistance? (AR 27-3, paragraph 3-6)
 - (2) Does the legal adviser provide briefings or other programs to orient personnel to the application of host nation laws and sensitivities?

7-5. STANDARDS OF CONDUCT.

- a. Are all personnel at the SAO familiar with and do they understand the standards of conduct expected of DoD personnel? Has a standards of conduct monitor been appointed for the SAO? (DoD 5500.7R, Chapter 1, Section 3, paragraph 1-300c)
- b. Are there annual briefings or other means of education on standards of conduct? (DoD 5500.7R, Chapter 11, Section 3, paragraph 11-302)
- c. Have all general officers filed a standard form 278 upon assumption and termination of duty assignment as well as annually? (DoD 5500.7R, Chapter 7, Section 2, paragraph 7-200 and 203)
- d. Have all other personnel, required by HQ USEUCOM or designated by the chief of the activity, filed timely SF 450s? (DoD 5500.7R, Chapter 7, Section 3, paragraph 7-300 and 303)

e. Is SAO policy for accepting, reporting, and disposing of gifts from foreign governments, including transportation, in accordance with DoD guidance? (DoD 5500.7R, Chapter 2, Section 2, paragraph 2-202)

f. Is proper DoD policy followed in the areas of employment incident to retirement? (DoD 5500.7R, Chapter 9, Section 1, paragraph 9-100)

g. Are proper procedures followed for off-duty employment of military personnel? (DoD 5500.7R, Chapter 8, Section 2, paragraph 8-200 and 8-300)

7-6. FOREIGN TAX RELIEF PROGRAM.

a. Has the SAO been appointed the Designated Military Commander (DMC) for foreign tax relief, or the US Country Representative by appointment letter? (DoD 5100.64, paragraph E7 and ED 45-8, paragraph 6B)

b. If so, has the SAO prepared and maintained host country Tax Law Study and Tax Charts? (DoD 5100.64, paragraph F1 and ED 45-8, paragraph 6c(2)) Regardless of the date shown on the study and charts, are they current? (DoD 5100.64, paragraph F5)

c. How does the SAO remain current on tax law developments in country? Are there any tax law issues pending for which the SAO is responsible? (DoD 5100.64, paragraph F5)

(1) What is the status of those issues? Has ECLA been informed of all pending tax issues? (DoD 5100.64, paragraph F5 and ED 45-8, paragraph 6c(5) and (6))

(2) If DMC, have all outstanding tax issues been included in the annual report to ECLA? (DoD 5100.64, paragraph G2 and 3, and ED 45-8, paragraph 7a and b)

7-7. FOREIGN CRIMINAL JURISDICTION. (DoD 5525.1R, AR 27-50)

a. Has the SAO been appointed "Designated Commanding Officer?" (DoD 5525.1, paragraph D3a)

b. Do SAO personnel know their status in country? Is this status sufficient to cover their activities? (DoD 5525.1, paragraph D3)

c. Have there been any significant changes by the host government concerning foreign criminal jurisdiction? Has higher authority been advised of any changes? (DoD 5525.1, paragraph D4a)

d. Does the activity have responsibility for the country law study? If yes, how does the SAO monitor host-country criminal law and is the country law study current? (DoD 5525.1, paragraph D4a)

e. If the SAO is the country representative, are trial observers properly appointed and are trial observer reports, prison visitation reports, quarterly confinement reports, and annual foreign criminal jurisdiction reports properly maintained? (DoD 5525.1, paragraph D7, 10, and E1)

7-8. FOREIGN CIVIL LITIGATION. (DoD 5030.7R, AR 27-40)

a. What procedures are followed in the event of an attempt to serve foreign process on the United States?

b. Has any attempt to serve foreign process on the United States been made? Was ECLA informed of the attempt? (AR 27-40, paragraph 3.1A)

7-9. MILITARY JUSTICE. (ED 45-4)

- a. Is the SAO aware of what commands have military justice jurisdiction over SAO personnel? (DoD 5132.3, paragraph F1 and ED 45-4, paragraph 7d)
- b. Are alleged offenses by personnel within the SAO promptly reported to HQ USEUCOM and to any other appropriate organization? (ED 45-4, paragraph 7d)
- c. Since the last inspection have there been any serious disciplinary problems? How were they resolved? (ED 45-4, paragraph 7d)

7-10. CLAIMS. (ED 45-6)

- a. Is adequate claim service available for US personnel and are the claims processed expeditiously? (ED 45-6, paragraph 8A)
- b. Has the SAO notified ECLA and the servicing single-service component legal office by the most expeditious means of the filing of a lawsuit or claim against the US Government as a result of acts or omissions by DoD personnel? (ED 45-6, paragraph 7A(1))
- c. Regarding foreign claims, does the SAO have single service claims authority to provide adequate assistance? (DoD 5515.8R)? Who has this responsibility? (ED 45-6, paragraph 8B)

SECTION VIII

COMMAND INTEREST ITEMS

8-1. PUBLICATIONS. Are the following publications available and current, and are personnel familiar with them? All publications are required except those followed by a conditional statement. Are applicable unit Standard Operating Procedures (SOP) and letters of appointment current? Are adequate procedures institutionalized to rapidly orient and introduce newly assigned personnel to their duties, particularly if there is no overlap with the individual's predecessor?

a. DoD

DoD 1015.6 Funding of Morale, Welfare and Recreation Programs,
3 Aug 84

DoD 1342.6-M Department of Defense Dependents Schools (DODDS),
13 Oct 92

DoD 4515.13R Air Transportation Eligibility, Nov 94

DoD 5120.20-R Management and Operations of Armed Forces Radio and
Television Service (AFRTS)(for activities with mini-TV
systems), Feb 88

DoD 5200.1-R DoD Information Security Program Regulation, Jan 97

b. Service

AR 1-75 Administrative and Logistic Support of Overseas SAOs,
10 Oct 89

AR 12-15 Joint Security Assistance Training Regulation, 28 Feb 90
SECNAVINST
4950.4
AFR 50-29

AR 40-562 Immunizations and Chemoprophylaxis, 1 Nov 95

AR 165-1 Chaplain Activities in the US Army, 31 Aug 89

AR 215-1-5 Morale, Welfare and Recreation Update

c. HQ USEUCOM

ED 15-1 Public Affairs Organization and Policies, 4 May 95

ED 25-4 Joint Key Management (For activities with COMSEC
equipment), 6 May 97

ED 25-5 Automated Information Systems Security Policy (For
activities not residing in DoS facilities) 1 Mar 96

ED 35-2	Environmental and Morale Leave (EML) (Limited to locations authorized EML), 29 May 96
ED 67-3	Regionalization of Health Care Support, 23 Jul 96
SM 110-1	Communications Security Controlling Authority Responsibilities (C) (For activities with COMSEC equipment), 5 Apr 95
	HQ USEUCOM Medical Administrative Handbook for Security Assistance Officers and DoD Beneficiaries at US Embassies and Remote Sites, Oct 97
d. Component	
USAREUR 215-1	MWR Activities Update
e. Other	
JTFR	Joint Federal Travel Regulation

8-2. Education.

a. Voluntary Education Program. Are voluntary educational opportunities available and are courses offered satisfactory to most people? (AR 1-75, Chapter 3, paragraph 3-6)

b. Dependent Schools.

(1) Are either Department of Defense Dependent Schools (DODDS) or acceptable private schools available for dependents? (DoD 1342.6, Paragraph E1)

(2) If neither DODDS nor private schools are available locally (or are operating at maximum capacity), are students provided access to DODDS or private schools as boarding students? Are correspondence courses provided at US Government expense in cases where no DODDS, private school, or boarding schools are available? (DoD 1342.6, paragraph E1b and c)

(3) Is the unit represented on local school boards?

(4) If a school other than DODDS is used, has DODDS been asked to review the curriculum for appropriateness?

8-3. Exchange/Commissary Facilities.

a. Is there access to military exchange/commissary facilities and/or an embassy cooperative program? (AR 1-75, Chapter 3, paragraph 3-4)

b. If regular facilities exist, is the activity represented on the Exchange and/or Commissary councils?

c. If facilities do not exist:

(1) Is there adequate support on the local economy?

(2) Does the Cost of Living Allowance (COLA) compensate for greater expense on local economy?

(3) Has the activity completed a COLA Retail Price Survey in the past 12 months? (Responsibility to conduct formal surveys is listed in JFTR, Appendix M, paragraph d. Voluntary surveys can be requested if deemed necessary by the station commander.)

d. Has the SAO directed a petition to the MILDEP having commissary support responsibility and through HQ USEUCOM for transportation of commissary goods or establishment of a commissary? (Note: To be submitted when lack of commissary facilities creates hardship on the morale and welfare of DoD personnel) (AR 1-75, Chapter 3, paragraph 3.4c)

e. Has an analysis of the local economy and efficiency of providing local commissary support instead of COLA been conducted before submitting a petition? (AR 1-75, Chapter 3, paragraph 3.4c)

8-4. Housing.

a. Is housing available and adequate? Does the housing meet minimum space requirements? Is sufficient assistance provided to new personnel in obtaining housing? Is the unit able to find adequate quarters for new personnel within two months of arrival? Are personnel living in military quarters and/or on the economy? (DoD 4165.63, C1 and AR 1-75, Chapter 3, paragraph 3-7a)

b. If housing is privately leased, does the current Overseas Housing Allowance (OHA) compensate unit personnel within reasonable limits? Is the OHA responsive to changing conditions? (AR 1-75, paragraph 3-7A and B)

c. Have the leases for SAO members been reviewed by the Embassy Interagency Housing Board? Have requests for government paid leases been approved by the housing board before approval by HQ USEUCOM and DSAA? (AR 1-75, Chapter 3, paragraph 3-7C)

d. Does the unit know how to file a request for OHA rate increase? (Unit should contact the Per Diem, Travel and Transportation Allowance Committee via electronic message to: PER DIEM TRAVEL TRANSPORTATION COMMITTEE WASHINGTON DC//PDTTC// (AR 1-75, paragraph 3-7D)

e. If housing improvements are paid for with security assistance funds, is an effort made to designate the housing for subsequent security assistance personnel?

8-5. Morale, Welfare and Recreation (MWR) activities/ facilities.

a. Environmental and Morale Leave (EML). (DoD 4515.13R; ED 35-2) (Only for those units authorized to participate in the EML program.)

(1) Is the EML program funded for commercial travel? If not, is Air Mobility Command (AMC) transportation available? (The inspector should review local records to ensure: all dependents participating are command sponsored, dependents under the age of 17 have not been issued individual EML orders, the authorized number of trips have not been exceeded in any 12 month period, and adequate announcement of available flights and equitable sign up procedures exist for personnel at remote sites.)

(2) Are FMS-case financed personnel in adverse environmental areas provided paid commercial transportation for EML? (May be financed through FMS or AIK). (AR 1-75, Chapter 3, paragraph 3.2b)

(3) Does the SAO complete the data sheet in ED 35-7, Appendix F for requesting and/or recertifying EML status? (ED 35-7, Appendix F)

b. Recreational Facilities and Activities. (DoD 1015.6, AR 1-75, AR 215-1-5, ED 90-6, USAREUR MWR Update 215-1) Are adequate sports and/or recreational equipment and/or facilities available and affordable?

c. Are library services/materials available? Is motion picture service or a suitable substitute available? (AR 1-75, Chapter 3, paragraph 3-1b)

d. Are child care and youth activities available and adequate? How are child care needs being met? (AR 608-10, Child Care and AR 215-2, Chart 8, Youth Activities)

e. American Red Cross. Is satisfactory service available along with adequate support for the emergency leave program? Do personnel know how to access it?

f. Does the activity have unit funds? If so, are they properly used? Are internal controls in place? (ECJ1-OP is in the process of obtaining checklists from DA, DAF and DON, and will provide details when received.)

g. Are requests for MWR support submitted to HQ USEUCOM? (AR 1-75, Chapter 3, paragraph 3.1a(2))

h. Are SAO administrative funds used to pay memberships to social or recreational clubs? (Prohibited) (AR 1-75, Chapter 3, paragraph 3.1c)

i. Support to Security Assistance Teams (SATs).

(1) Has the SAO, based upon a review of applicable factors (e.g., availability of suitable environment, climate/geography, security, language problems, and recreational facilities) and using the data sheet prescribed in the JSAT, identified quality of life items recommended for funding? (JSAT, Chapter 13, paragraph 13-31 and 13-33)

(2) Has the SAO, in conjunction with HQ USEUCOM, determined what is fair and appropriate for SATs? (JSAT, Chapter 13, paragraph 13-35)

(3) Are IMET funds used for purchasing quality of life items for SATs (IMET-funded SATs)? (Prohibited) (JSAT, Chapter 13, paragraph 13-34a)

(4) Has the SAO ensured inventory control of SAT quality of life items? (JSAT, Chapter 13, paragraph 13-37a)

8-6. MEDICAL AND DENTAL.

a. Preventive Medicine.

(1) Does the unit provide all incoming personnel information pertaining to the following public health concerns: food sanitation, water quality and treatment, communicable diseases, vector control measures, environmental hazards, and disease risks to personal pets?

(2) Did SAO members and their families receive complete medical and dental examinations prior to departure to the SAO duty location? Are outgoing members advised to receive a complete medical and dental examination after return from the SAO duty location? (AR 1-75, Chapter 3, paragraph 3-5d)

(3) Do unit personnel have all immunizations required by the host nation and AR 40-562? Are SAO staffs at African posts taking anti-malarial medications as required?

b. Outpatient Medical/Dental Services.

(1) Are US Government-provided medical and/or dental services available and adequate? If not, are SAO members and dependents enrolled in TRICARE Europe Prime (available to geographically separated units more than 30 minutes away from a medical treatment facility)? (HQ USEUCOM Medical Administrative Handbook for Security Assistance Officers and DoD Beneficiaries at US Embassies and Remote Sites, page 11)

(2) For those areas where civilian facilities are used fully or in part, does the unit have the following:

(a) Current list of Regional Medical Officer (RMO)-approved physician/dentists in a broad range of specialties, such as: general medicine, oral surgery, surgery, pediatrics and obstetrics? (Western-trained, English speaking physicians/dentists preferred). (HQ USEUCOM Medical Administrative Handbook for Security Assistance Officers and DoD Beneficiaries at US Embassies and Remote Sites, page 6)

(b) List of physicians/dentists (provided by the RMO/Embassy Nurse) to whom personnel are advised not to go. (HQ USEUCOM Medical Administrative Handbook for Security Assistance Officers and DoD Beneficiaries at US Embassies and Remote Sites, page 6)

(c) Lists of outpatient medical/dental facilities known to provide an acceptable level of medical care (provided by the RMO/Embassy Nurse)? (HQ USEUCOM Medical Administrative Handbook for Security Assistance Officers and DoD Beneficiaries at US Embassies and Remote Sites, page 6)

c. TRICARE.

(1) Is the SAO familiar with TRICARE enrollment and policies? Questions with regard to TRICARE care may be directed to the TRICARE European Service Office with responsibility for the geographic region the SAO is located within. Questions may also be addressed via e-mail to <http://webserver.europe.tricare.osd.mil> (HQ USEUCOM Medical Administrative Handbook for Security Assistance Officers and DoD Beneficiaries at US Embassies and Remote Sites, page 11)

(2) Does the unit have current publications concerning benefits provided by the TRICARE program?

(3) Does the unit have a TRICARE POC for processing claims? Is person aware of his/her responsibilities? (HQ USEUCOM Medical Administrative Handbook for Security Assistance Officers and DoD Beneficiaries at US Embassies and Remote Sites, page 19-20)

(4) Is the SAO familiar with service-specific outpatient medical travel procedures and policies? (HQ USEUCOM Medical Administrative Handbook for Security Assistance Officers and DoD Beneficiaries at US Embassies and Remote Sites, page 49-53)

(5) Is the SAO familiar with procedures for arranging specialty medical and dental appointments in US medical facilities? Are requests submitted at least 30 days prior to the requested appointment? (HQ USEUCOM Medical Administrative Handbook for Security Assistance Officers and DoD Beneficiaries at US Embassies and Remote Sites, page 26)

(a) Are unit funds used for travel in connection with outpatient medical or dental care? (HQ USEUCOM Medical Administrative Handbook for Security Assistance Officers and DoD Beneficiaries at US Embassies and Remote Sites, page 40)

(b) Has the unit coordinated with the responsible service agency for approval and for use of fund cites for travel associated with inpatient and outpatient care? (HQ USEUCOM Medical Administrative Handbook for Security Assistance Officers and DoD Beneficiaries at US Embassies and Remote Sites, page 41)

(c) Are completed vouchers submitted following completion of the medical/dental travel? (HQ USEUCOM Medical Administrative Handbook for Security Assistance Officers and DoD Beneficiaries at US Embassies and Remote Sites, page 42)

d. Inpatient Medical Care.

(1) Does the unit have a current list of local “preferred provider” medical facilities and physicians approved by the RMO/Embassy Nurse for use by US Government personnel and dependents? (HQ USEUCOM Medical Administrative Handbook for Security Assistance Officers and DoD Beneficiaries at US Embassies and Remote Sites, page 6)

(2) Is the SAO familiar with procedures for medical evacuation of personnel? (HQ USEUCOM Medical Administrative Handbook for Security Assistance Officers and DoD Beneficiaries at US Embassies and Remote Sites, page 28-29)

e. Medical Supply Support

(1) Are SAO members familiar with procedures for supply or resupply of medications? (HQ USEUCOM Medical Administrative Handbook for Security Assistance Officers and DoD Beneficiaries at US Embassies and Remote Sites, page 36)

(2) Are incoming SAO members and their families who are on continuous medication advised to bring adequate supplies with them (6 months supply) (HQ USEUCOM Medical Administrative Handbook for Security Assistance Officers and DoD Beneficiaries at US Embassies and Remote Sites, page 37)

8-7. RELIGIOUS ACTIVITIES. (AR 165-1)

a. Are religious services (Christian, Jewish, and others as appropriate) readily available in English to all SAO personnel?

b. If service/facilities are not available, is there a visiting chaplain program and/or are qualified lay leaders/readers available within or to the organization?

c. Are host nation clergy or missionaries available to provide pastoral care in English for marriages and baptisms, and for other sacramental services as required?

d. Are there religious education activities available for teenage youth and younger children?

e. Are materials provided which address the religious, ethical, political, moral, and economic characteristics of the host nation where the unit is located? Is an orientation provided to new personnel to ensure sensitivity to the religion and religious customs of the host nation? (AR 165-1, paragraph 13.4)

f. When was the unit last visited by a military chaplain? Which service component? Duration and nature of visit? Impact?

g. Has the SAO been in contact with host country military chaplains? If so, has information (i.e., name and address telephone numbers) been forwarded to ECCH?

i. Are there plans for chaplain coverage in the event of a Noncombatant Evacuation Operation (NEO)? What are the plans? Has a copy of the plan(s) been provided to ECCH?

8-8. PUBLIC AFFAIRS.

a. Does the unit have a designated Public Affairs Officer or Public Affairs Point of Contact? (ED 15-1)

b. Does the PAPOC understand the requirement to bring significant potential or actual public affairs matters to the attention of the HQ USEUCOM PA? (ED 15-1)

c. Does the PAPOC understand the country public affairs effort is carried out in coordination with US Embassy and USIA representatives, and coordination is needed on PA matters that affect the unit? (ED 15-1)

d. Is the unit's internal information program effective? Are unit personnel informed of command issues and concerns?

e. MINI-TV SITE (DoD 5120.20-R, APP G, JUL 93.) (Only for activities with a Mini-TV system.)

(1) Have the Mini-TV site controller and alternate(s) been appointed in writing by the Commander?

(2) Is the Mini-TV site controller/alternate maintaining proper custody and control of equipment? (paragraph 1-103)

(3) Is program scheduling in accordance with DoD 5120.20R, paragraph 1-106?

(4) Are weekly status reports submitted in accordance with DoD 5120.20R, paragraph 3-102?

8-9. COMMUNICATIONS.

a. Communications Facilities and Equipment. (DoD 5200.1-R, ED 25-4).

(1) Is existing communications equipment sufficient to support the unit's mission?

(2) Do personnel have ready access to secure telephones?

(3) Are secure telephones loaded with required key to permit utilization of their secure function?

(4) Are secure telephones and other cryptographic controlled items inventoried at least quarterly?

(5) Are Master Cryptographic Ignition Keys (CIK) stored in a manner that would preclude use by unauthorized personnel, and allow for duplication of regular CIKs when needed?

(6) Are regular CIKs (not Master CIKs) issued to users, and are users familiar with usage and control requirements (can be carried around by the personnel but cannot be left unattended in the vicinity of the telephone they are keyed to)?

(7) Do sufficient written SOPs exist to explain the secure telephone procedures to new personnel?

b. Communications Security (COMSEC)/Cryptographic Equipment. (Only for activities with COMSEC equipment) (ED 25-4, ED 25-5, SM 110-1)

(1) Is there a requirement for the unit to be a member of the USEUCOM Contingency SATCOM (CONSAT) net? (The net members are listed in SM 110-1. All Embassies and USDAOs in USCINCEUR's AOR are supposed to be members. The net was established years ago for NEO-type actions and emergencies. ECJ36 is OPR.)

(2) Has the unit been validated to hold the CONSAT key?

(3) Has the unit taken action to prepare for conversion to Electronic Key Management System (EKMS) support IAW ED 25-4. (Is the AN/CYZ-10 data-transfer device available or has action been taken to acquire one?)

(4) Has the Embassy Regional Security Officer (RSO) approved an off-site location for storage of COMSEC/cryptographic material (including secure telephones and CIKs)? Is the documentation on hand in the SAO?

(5) Are the off-site location physical security requirements being maintained to include adequate procedures to ensure unauthorized persons do not have access to CONSAT materials and equipment?

(6) Does the unit have access to regulations relating to COMSEC, e.g., State Department KALs, NACSI 4000 series, NSTISSI 4001 and 3013 (STU IIIs)?

(7) Are COMSEC accountability procedures accomplished as required (including procedures for CIKs)?

c. Contingency Communications.

(1) Does the unit have adequate US-controlled communications to notify all its sites and personnel in the event of an emergency?

(2) Are all US personnel familiar with the communications system, its operations, and their responsibilities?

(3) Has transmission security of the communications system been assessed, i.e., probability of host nation or other interference or intercept? Are personnel aware of the security level of the system?

(4) Is the emergency communications system exercised on a recurring basis?

APPENDIX A

NUMERICAL INDEX OF PUBLICATIONS

This appendix is a compilation of the publications referenced in the functional area inspection criteria. The following publications available, either electronically via the Internet, on CD-ROM or on paper? All publications are required except those followed by a conditional statement.

DoD	
DoD 1015.6	Funding of Morale, Welfare and Recreation Programs, 3 Aug 84
DoD 1342.6-M	Department of Defense Dependents Schools (DODDS), 13 Oct 92
DoD 2000.12	Combating Terrorism Program, 15 Sep 96
DoD 2055.3	Manning of Security Assistance Organizations and Selection and Training of Security Assistance Personnel, 11 Mar 85
DoD 4515.13-R	Air Transport Eligibility, Nov 94
DoD 4525.6-M, Vol II	DoD Postal Manual, 5 May 80
DoD 4525.8-M	DoD Official Mail Manual, 5 May 80
DoD 5025.1-I	DoD Directives System Annual Index, 30 May 97
DoD 5100.64	DoD Foreign Tax Relief Program (Required if SAO
is the	Designated Military Commander for the Foreign Tax
Relief	Program), 12 Jun 79
DoD 5105.38M	Security Assistance Management Manual, 10 Aug 78
DOD 5105.47	US Defense Representatives in Foreign Countries, 20 Sep 91
DoD 5105.57	Procedures for US Defense Representatives in Foreign Countries, 26 Dec 95
DoD 5120.20-R	Management and Operations of Armed Forces Radio and Television Service (AFRTS)(for activities with mini-TV systems), Feb 88
DoD 5132.3	DoD Policy and Responsibilities Relating to Security Assistance, 10 Mar 81

DoD 5200.1R	DoD Information Security Program Regulation, 17 Jan 97
DoD 5200.28	Automated Information Systems Security Program, 21 Mar 88
DoD 5200.8R	DoD Physical Security Program, May 91
DoD 5220.22M	National Industry Security Program Operating Manual, Jan 95
DoD 5220.22R	Industrial Security Program, Dec 85
DoD 5400.11-R	DoD Privacy Program, 9 Jun 82
DoD 5500.7R	Joint Ethics Regulation (JER), 30 Aug 93
DoD 5515.8R	Single-Service Assignment of Responsibility for Processing of Claims, 9 Jun 90
DoD 5525.1R	Status of Forces Policies and Information, 7 Aug 79
DoD 5530.3R	International Agreements, 11 Jun 87
DoD FMR 7000.14R	Financial Management, Volume 5-May 96, Volume 9- Dec 96, Volume 11B-Dec 94, Volume 12-Sep 96, Volume 13-Aug 94, Volume 14-Aug 95, Volume 15-Mar 93
DoD 7250.13	Official Representation Funds (Limited to those activities with representation funds), 23 Feb 89

Offices of Defense Cooperation, 4 Dec 95 memo
from Paul G. Kaminski, Undersecretary of Defense
for Acquisition and Technology [USD(A&T)].

International Armaments Cooperation Handbook,
June 1996.

DoD International Armaments Cooperation Policy,
28 Mar 1997 memo from William A. Cohen,
Secretary of Defense.

Defense Security Assistance Agency Expanded
IMET Program Handbook.

Internet WWW.dtic.mil/adm

HQ USEUCOM

ED 5-1	Preparing, Distributing and Reviewing HQ USEUCOM Publications, 23 Jan 95
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ED 5-13	International Agreements, Authority, and Responsibilities (including USEUCOM International Agreements Index), 27 Jan 94
ED 10-1	Official Mail, 15 May 95
ED 10-4	Intra-Theater Delivery Service, 8 Dec 92
ED 15-1	Public Affairs Organization and Policies, 4 May 95
ED 25-4	Joint Key Management (For activities with COMSEC equipment), 6 May 97
ED 25-5	Automated Information Systems Security Policy (For activities not residing in DoS facilities) 1 Mar 96
ED 25-13	USEUCOM Terrorist Threat Condition System, 16 May 94
ED 25-14	Personnel Security Program, 21 May 93
ED 30-5	Administrative Grievance Procedures, 6 May 97
ED 30-15	Awards and Decorations, 23 Oct 96
ED 30-30	Civilian Performance Management and Awards
ED 35-2	Environmental and Morale Leave (EML) (Limited to locations authorized EML), 29 May 96
ED 45-4	Administration of Military Justice, 8 Jan 97
ED 45-6	Claims Procedures for Security Assistance Organizations (SAO), 1 Nov 94
ED 45-8	Foreign Tax Relief Program, 2 Feb 94
ED 50-2	Administration and Control of Financial Resources, 16 Apr 96 and Change 1, 2 Jan 97
ED 50-8	Internal Management Control Program, 28 Jan 94
ED 50-12	Administration of Representation Funds (Limited to those activities with representation funds), 9 Nov 94
ED 55-9	Operations Security, 25 Apr 96
ED 56-9	Procedures for the US Defense Representative, 25 Jun 96
ED 56-10	HQ USEUCOM Theater Security Planning System, 18 Oct 96
ED 64-2	Management of Non Tactical Vehicles (for units with NTVs), 28 Feb 98

ED 67-3	Regionalization of Health Care Support, 23 Jul 96
ED 90-1	Visits of Security Assistance Organization (SAO) Chiefs to Headquarters, United States European Command, 16 Jun 94
ED 90-2	Special Tasks of USCINCEUR Chiefs of Security Assistance Organizations/Contracting Officers During Periods of Tension, Insurrection, UAR (U)(SNF), 22 Jun 94
ED 90-5	Utilization, Redistribution, and Disposal of Military Assistance Program Material, 21 May 93
ED 90-6	Administration of Security Assistance Organizations (SAO), , 22 Aug 94
EP 5-1	Index to USEUCOM Publications, Policy Memorandums and Forms, 15 Sep 97
EP 5-4	USCINCEUR Index of Plans (U) (Secret) 5 Dec 97
SM 5-14	Records Management, 22 Jan 97
SM 30-1	Preparation of Travel Orders, 24 Aug 93
SM 51-1	Manpower Control
SM 110-1	Communications Security Controlling Authority Responsibilities (C) (For activities with COMSEC equipment), 5 Apr 95
SAO JMP	Joint Manpower Program for Security Assistance Organizations (the SAO should have the current JCS approved JMP)
	HQ USEUCOM Medical Administrative Handbook for Security Assistance Officers and DoD Beneficiaries at US Embassies and Remote Sites, Oct 97
ECJ4 Policy Letter 88-1	Accident reporting. letter dated 30 Oct 87. Was extended by ECJ4 MSG 210534Z SEP 90.
	USEUCOM Supplement 1 to DoD 5200.1R Information Security Program, May 93
	USEUCOM Supplement 1 to DoD 5200.8R Physical Security Program, Jul 93
	HQ USEUCOM Joint Manpower Program (JMP).
	HQ USEUCOM Country Campaign Plan.

HQ USEUCOM ECJ4-SA Policy Letters.

HQ USEUCOM Security Assistance and Defense
Cooperation in Armaments 5-Year Engagement
Plan.

HQ USEUCOM Security Assistance Training
Guide.

Service (Army)

EM 0001	Army Electronic Library (CD-ROM)
AR 1-75	AFR 400-25, OPNAVINST 4900.31F Administrative and Logistical Support of Overseas Security Assistance Organizations, 10 Oct 89
AR 12-15, AFR 50-29, OPNAVINST 4950.1, MCO 4950.2	Joint Security Assistance Training (JSAT) Regulation, 28 Feb 90
AR 25-30	The Army Integrated Publishing and Printing Program, 28 Feb 89
AR 25-50	Preparing and Managing Correspondence, 21 Nov 89
AR 25-51	Official Mail & Distribution Management, 30 Nov 92
AR 25-400-2	The Modern Army Record Keeping System, 26 Feb 93
AR 27-3	The Army Legal Assistance Program, 10 Sep 95
AR 27-40	Litigation, 19 Sep 94
AR 27-50	Status of Forces, Policies, Procedures, and Information, 15 Dec 89
AR 37-47	Representation Funds of the Secretary of the Army (Limited to those activities of the Army with representation funds), 31 May 96
AR 37-103	Disbursing Operations for Finance and Accounting Offices, 4 Dec 87
AR 40-562	Immunizations and Chemoprophylaxis, 1 Nov 95
AR 58-1	Management, Acquisition and Use of Administrative Use Vehicles
AR 165-1	Chaplain Activities in the US Army, 31 Aug 89
AR 215-1-5	Morale, Welfare and Recreation Update

AR 340-21	The Army Privacy Program, 5 Jul 85
AR 350-41	Training in Units, 19 Mar 93
AR 600-8-8	The Total Army Sponsorship Program, 1 Jul 93
AR 600-8-10	Leave and Passes, 1 Jul 94 (For activities with Army personnel)
AR 600-8-14	Identification cards, Tags, & Badges, 15 Jul 92 (For activities issuing ID Cards)
AR 600-9	US Army Physical Fitness and Weight Management Program, 1 Sep 86 (For units with Army personnel)
AR 623-105	Officer Evaluation Reporting System, 1 Oct 97 (For activities with Army Officers)
AR 623-205	Enlisted Evaluation Reporting System, 31 Jan 92 (For activities with Army Enlisted)
AR 672-20	Incentive Awards, 1 Jul 93
AR 690-400, Chapter 4302	Total Army Performance Evaluation System, 22 May 93 (For activities with DA Civilians)
AR 700-84	Issue and Sales of Personal Clothing, 28 Feb 94
AR 710-2	Inventory Management Supply Policy Below the Wholesale Level, 28 Feb 94
AR 735-5	Policies and Procedures for Property Accountability, 28 Feb 94
AR 750-1	Army Material Maintenance Policy and Retail Maintenance, 1 Jul 96
DA Pamphlet 25-30	Consolidated Index of Army Publications and Blank Forms (On EM 0001 CD-ROM)
DA Pamphlet 25-51	The Army Privacy Program - System Notices and Exemption Rules, 21 Sep 88
DA Pamphlet 310-13	Posting and Filing Publications
DA Pamphlet 351-4	Army Formal Management Schools Catalog
DA Pamphlet 710-2-1	Using Unit Supply System Manual Procedures
DA Pamphlet 710-2-2	Supply Support Activity Supply System: Manual Procedures, 28 Feb 94
DA Pamphlet 738-750	The Army Maintenance Management System

DA Pamphlet 750-35	Functional Users Guide for Motor Pool Operations (For units with NTVs), 1 Aug 94
	US Army Security Assistance Training Program Book (Green Book).
JTA	Joint Table of Allowances (JTA), SAO or ODC specific
CTA 50-909	Common Table of Allowances (CTA) for Office and Housing Equipment
	Unit Supply Update
	Maintenance Management Update
	Internet WWW-usappc.hoffman.army.mil/gils/epubs.html
Service (Navy)	
BUPERS	Publications and Directives (CD-ROM) (For activities with US Navy)
BUPERINST 1610.10	Navy Performance Evaluation and Counseling System (For activities with Navy personnel), 2 Aug 95
MCO P 1050.3G	Regulations for Leave, Liberty and Administrative Absences (For activities with US Marines), 14 Apr 87
MCO P 1610.7D	Personnel Evaluation System (For activities with US Marines), 2 Mar 95
MCO 6100.3J	Marine Corps Physical Fitness. (For activities with US Marines), 28 Feb 88
MCO 6100.10B	Weight Control and Military Appearance (For activities with US Marines), 26 Mar 93
NAVPUBINST 5215.1D	Consolidated Subject Index (For activities requiring Navy Pubs)
OPNAVINST 6110.1d	Navy Physical Readiness Program (For activities with Navy personnel), 18 Jan 90
SECNAVINST 7220.81	Navy Leave Authorization and Reporting Procedures (For activities with Navy personnel), 21 Jun 83
CANTRAC	US Navy Schools Catalog
	Department of the Navy Security Assistance Training Programming Guide (Blue Book).
	Marine Corps Security Assistance Training SAO

Desktop Guide.

Service (Air Force)

AFEPL	Air Force Electronic Publishing Library (CD-ROM) (For activities requiring Air Force publications)
AFI 2	Numerical Index of Standard and Recurring Air Force Publications (For activities requiring Air Force Pubs), 3 Feb 98
AFI 9	Numerical Index of Departmental Forms (For activities with Air Force forms), 1 Jan 98
AFR 36-2402	Officer Evaluation System (For activities with Air Force Officers), 1 Jul 96
AFI 36-2403	The Enlisted Evaluation System (For activities with Air Force Enlisted), 15 Jul 94
AFI 36-3003	Military Leave Program (For activities with Air Force personnel)
AFI 40-501	The Air Force Fitness Program, 1 Feb 96 (For activities with Air Force personnel)
AFI 40-502	The Weight Management Program, 7 Nov 94 (For activities with Air Force personnel)
AFPD 40-5	Fitness and Weight Management, 1 Dec 97 (For activities with Air Force personnel)
AF Catalog 36-2223	USAF Formal Schools (Only for units processing students in AF schools). USAF Security Assistance Training Program User's Guide.

United States Army Europe (USAREUR)

USAREUR Reg 25-1M	Military Publications Consolidated Index of USAREUR Numbered Publications and Blank Forms (For activities in the USAREUR AOR, or those requiring USAREUR publications and forms)
USAREUR Reg 600-700	Identification Cards and Individual Logistics Support
USAREUR Reg 600-702	Ration Policy, 28Nov97 (For activities requiring USAREUR Ration Cards)
USCINCEUR CONPLAN 4311-96	Noncombatant Evacuation Operations (Contingency Noncombatant Evacuation Operations).

USAREUR 215-1	MWR Activities Update
DLI	
	Defense Language Institute English Language Center (DLIELC) guide English Language Training Support for Security Assistance Officers (Only those countries requiring English language).
DLIELC 1025.5-M	Defense English Language Program.
DLIELC 1025.7	Planning and Programming Security Assistance English Language Training.
DLIELC 1025.15	English Comprehension Level (ECL) Test Guidelines.
DLIELC Handbook	The American Language Course Placement Test (ALCPT).
	ALC Catalog; ALC Materials, DLIELC Courses and Support.
DIA	
DIA 102-2	Attaché and SA Aircraft.
DIA 102-3	Aircrew Training.
	DSAA/DIA/USAF MOU dated 23 September 1983, reference use of C-12.
DFAS-Denver	
DFAS-IN MANUAL 37-1	Army Accounting and Fund Control
DFAS-IN MANUAL 37-100-XX	Financial Administration - The Army Management Structure (AMS)
DFAS-IN MANUAL 7097.01	Departmental Reporting Manual for OSD Appropriations
	Accounting Pamphlet Financial Administration of Security Assistance Organization Operating Funds
Other	
USSAN 1-69	United States Security Authority for NATO Affairs (U) (CONFIDENTIAL) (only if they possess NATO Information), 1982

NSTISSI No.7000

Tempest Countermeasures for Facilities, Nov 93

JTFR

Joint Federal Travel Regulation

Coast Guard International Training Handbook

APPENDIX B

CORRECTIVE ACTION REPORT FORMAT

1. Finding Number:
2. Title:
3. Finding:
4. Corrective Action(s) (Indicated whether completed/in progress)
5. Estimated Completion Date: (If corrective action(s) not completed)
6. Date Corrective Action Response Written:
7. Inspected Agency POC: (Rank, Name, Office Symbol, DSN or Commercial Telephone Number).